



TERMS OF REFERENCE

To provide

PROFESSIONAL PROJECT MANAGEMENT SERVICES

For the

Curve Lake First Nation School

Design & Construction

PREPARED BY:	Aricka Fleguel, Director of Education
DATE:	May 13, 2024
SUBMISSION DEADLINE FOR PDF PROPOSAL	June 10, 2024 @ 12:00pm EST

Table of Contents

1.0 Introduction4

 1.1 General4

 1.2 Objective.....5

2.0 Community Background.....6

 2.1 Community Profile Overview6

 2.2 Feasibility Studies7

 2.3 Project Approval Request (PAR)8

 3.0 Scope of Work9

 3.1 Overview9

 3.2 Policies and Procedures10

 3.3 Scheduling10

 3.4 Management of Design.....10

 3.5 Management of Enhanced Commissioning Planning.....12

 3.6 Project Team Meetings.....13

 3.7 Cost Control.....13

 3.8 Financial Management & Payment Certification14

 3.9 Project Accounting15

 3.10 Reporting15

 3.11 Expediting.....17

 3.12 Management During Construction (Provisional)17

 3.13 Management of Enhanced Commissioning Implementation (Provisional).....18

 3.14 Management of Commissioning & Warranty Phase (Provisional)19

 3.15 Project Closeout Requirements.....19

 3.16 Project Schedule20

4.0 Project Team.....22

 4.1 Organizational Chart23

 4.2 Project Team Members.....23

 4.3 Project Team Meetings.....24

5.0 Project Manager Contract Agreement.....26

 5.1 Professional Project Management Responsibilities.....26

 5.2 General Conditions26

 5.3 Contract Responsibilities27

 5.4 Invoicing Instructions27

 5.5 Payments.....27

 5.6 Changes27

 5.7 Adequate Information.....28

 5.8 Contract for Fees28

 5.9 Insurance.....28

6.0 Proposal Content.....28

 6.1 Management Section28

 6.2 Methodology.....29

 6.3 Time Limits and Work Schedule.....30

 6.4 Cost Section.....30

7.0 Proposal Evaluation31

 7.1 Proposal Evaluation Criteria.....31

 7.2 Evaluation Team.....31

 7.3 Proposal Scoring.....32

8.0 Proposal Submission32

 8.1 RFP Questions32

 8.2 Proposal Submission33

APPENDICES

- Appendix I – CLFN School Site
- Appendix II – Proposal Evaluation Criteria
- Appendix III – Evaluation and Cost of Services Form

1.0 Introduction

1.1 General

This Project Management Terms of Reference defines the scope of services the Professional Project Manager (PPM or Project Manager) shall perform for Curve Lake First Nation during the design, procurement, construction, commissioning, and warranty period of the new school project including the renovation of the existing school for the Early Learning Centre in Curve Lake First Nation.

The New School Project includes:

- 12 full-size classrooms, of which, two are allocated for kindergarten uses, one for music, one for Anishnaabemowin, and necessary provisions in the intermediate classrooms for science.
- Designated space for teachers to work, meet and prepare programs.
- General Office space for administrative education staff
- Special education and resource area
- Cultural space to conduct traditional community teachings and ceremonies.
- Library
- Gymnasium with stage and changerooms to support basic physical education activities, schoolwide events, and parent engagement.
- Lunchroom and Cafeteria amenity with kitchen.
- The new building program proposes a gross facility area of 3279m², that includes an Mechanical Services floor of 167.5m². Facility and associated works.
- 632m² of existing space for the planned Early Learning Centre renovation of current school building.
- Custodial area.
- The proposed new school site is comprised of existing school site and additional 2 acres for the new building.
- Site Servicing (water, sewer, hydro, fiber-optics, or alternative, etc.) to service the new school site.
- Outdoor Learning Space

Selection of the PPM will be by an invited or public proposal process in response to this Terms of Reference. Proposals are requested at this time, followed by the selection and an award of contract by June 28, 2024 (or soon after once bids are reviewed and confirmed). The schedule of activities is provided for planning purposes only. The Project Team reserves the right to cancel the activity or change the schedule at any time.

Request for proposal Initiated: May 13, 2024

Last Day for Consultant Questions: June 3, 2024

Electronic Proposals due: June 10, 2024

Anticipated Award Date: June 28, 2024

Members of the proposal evaluation team shall consist of the following:

- Executive Director (One scoring form)
- First Nation Project Coordinator (One scoring form)
- Director of Finance (One scoring form)
- Director of Infrastructure (One scoring form)
- ISC Ontario Region (One scoring form)

The “Client” hereinafter refers to First Nation Chief and Council.

The “Project Team” hereinafter refers to the parties as identified under Section 4.0 – Project Team of this Terms of Reference.

1.2 Objective

A PPM is defined as a professional individual or firm contracted by the First Nation to manage the development and implementation of a project on their behalf in accordance with these Terms of Reference. As this is a major project, Project Managers must hold an accredited designation in Professional Project Management or be a licensed engineer or architect in the province of Ontario. The PPM must maintain professional liability including errors and omissions insurance.

The objective of this RFP is to procure a Professional Project Manager to manage the Design and Construction phases of the Curve Lake First Nation School project. **Currently, funding has been identified for the Design phase only, however, upon completion of the Design a submission for construction funding will be submitted to Indigenous Service Canada. If unsuccessful, the PPM contract may expire at the completion of the Design phase.**

The objective of the Professional Project Management assignment is to successfully implement this project and other related work within the approved scope, schedule, and cost parameters and to provide the First Nation with the appropriate cost control and fiscal accountability. The Project Manager must be insured and shall be engaged to implement the “Project” for the First Nation and Indigenous Services Canada (ISC) in the community of First Nation.

It is understood that the PPM will act in the capacity of independent Project Manager for the duration of the project; their client is Curve Lake First Nation, and not ISC. The PPM will prepare the monthly progress payment reports based on invoices and certificates that they will review, and process based on approved budgets.

Once the Professional Project Manager is retained, their main objective is to externally procure the services of a Design Consultant to work with Curve Lake First Nation to develop a detailed design and tender specifications to meet client stated design requirements in preparation for the construction phase. The PPM will also undertake the preparation and assembly of all estimates and project documents required in support of a submission for ISC PAR approval. Currently funding has been identified and approved for the Design Phase only.

The Project Manager must:

- Become completely familiar with the requirements of the Client, ISC, First Nation Project Coordinator.
- Define and confirm criteria in the areas of cost control, budgeting, scheduling, and quality control;
- The PPM will prepare/develop a Project Management Plan (PMP) that defines the project objective and scope for the approved solution, as well as how it is executed, monitored, and

controlled during the Delivery Stage. The PMP details project activities from the Planning Phase to project completion and ensures that the project objectives and requirements provide sufficient detail to allow for the preparation of complete project instruction to the project team.

- Keep the Project Team and others as appropriate, informed of the project status through the implementation of a program of monthly physical/financial reporting; and
- Oversee all phases and aspects of the project and ensure strict conformity to the objectives of the project to meet the Client and ISC requirements.

2.0 Community Background

2.1 Community Profile Overview

Curve Lake First Nation is located on a peninsula situated between Buckhorn Lake, Harrington Narrows, and Chemong Lake. The First Nation occupies two separate reserves (35 and 35A) and shares a third with Hiawatha First Nation (36A). The main reserve (#35) is comprised of 648.8 hectares of land while the other reserves comprise an additional 913.7 hectares, including the shared islands in the Trent Severn waterway. It is classified as a Zone 1 community, indicating that it is located within 50 km of the nearest service centre, with year-round road access. The First Nation has an INAC Environmental Index rating of A, signifying that its geographic location is less than 45 degrees latitude.

Curve Lake First Nation is affiliated with the Union of Ontario Indians and is one of seven Williams Treaty First Nations. The total registered population of Curve Lake First Nation (CLFN) is 2,800 with 810 members who live on the reserve while 1,990 living off the reserve, as of June 2023. The Curve Lake First Nation has a total of 361 households on-reserve. The on-reserve population of 810 members results in a housing density of 2.24 people per household. Currently, the First Nation is seeing an increase of members returning to the community and that number is expecting to increase in the coming years.

The Curve Lake First Nation government is based on an elective system in accordance with the Curve Lake First Nation Election Code and is comprised of one (1) Chief and eight (8) Councillors. The First Nation Council receives administrative support from the Curve Lake First Nation Administration. The Administration is responsible to maintain administrative operations according to the programs, policies, criteria, and funding determined by Council. The First Nation administration is comprised of Communications; Community Infrastructure; Corporate Services; Curve Lake First Nation Library; Economic Development & Employment; Education; Health & Family Services; Lands, Rights & Resources; Social Services and Youth & Recreation Services.

The following buildings serve the Curve Lake First Nation and its members:

- Community Centre
- Community Buildings
- Cenotaph
- Churches and Cemetery
- Small Business Centre
- School Facility / Community Library
- Public Works
- Administrative Buildings
- Baseball Diamonds
- Pow-Wow Grounds
- Rental Properties
- Water, drainage, and sewer systems
- O'shkiigmong Early Learning Centre
- Medical and Social Services
- Parks, beaches, and walking trails
- Businesses

- Fire Hall
- Gas Stations/Variety Stores

The First Nation educational facilities consists of Curve Lake First Nation School, O'shkiigmong Early Learning Centre and temporary Administrative Office space. As per 2022-2023 nominal rolls, Curve Lake First Nation School currently serves a total of 47 students, 23 in Grade JK to SK and 24 in Grades 1 to 3. Students in Grade 4 or higher attend off-reserve schools operated by the Kawartha Pine Ridge District School Board. Currently, students in Curve Lake First Nation undergo multiple transitions from the infant toddler program in the O'shkiigmong Early Learning Centre through to grade 12, including facilities both on and off-reserve. The community wants to see these transitions reduced, both for the sake of students' continuity but also to reduce the considerable transportation costs that the Education Department incurs each year.

2.2 Feasibility Studies

Curve Lake First Nation retained the services of First Nations Engineering Services for the completion of a feasibility study through a competitive procurement process in 2016. The study was completed in 2021 and later updated by the consultant to reflect ISC's School Space Accommodation Standards (SSAS) 2021 in September 2022. During this planning stage, the consultant conducted a series of site visits to meet with community stakeholders in order to analyse various site alternatives as well as define the school's space and programming requirements. As part of the feasibility study, a Detailed Evaluation of School Facilities report was completed by First Nations Engineering Services. The consultant also assessed construction costs, operations, and maintenance costs as well as life cycle costs, and provided a recommendation based on value for money.

Using a cohort survival method and aligning with an observed decrease in birth rates in recent years, the model predicts that the overall school-age population in the Curve Lake area will increase by approximately 51% by the target year (2038). This results in predicted enrollment increasing from 146 students in 2022 to a high of 205 students in the target year. Enrollment is expected to remain high through the projection period, never falling below 94% of youth age 4-17.

In accordance with ISC's School Space Accommodation Standards (SSAS) 2023 Curve Lake First Nation School with an 2022-2023 Kindergarten enrolment of 23, and an elementary enrolment of 24, should have a base gross floor allowance of 917 m², divided into three categories for Basic Gross Floor Allowance, Cafeteria Floor Allowance, and Gymnasium Floor Allowance. Additional Allowance for Special Needs Student would add an additional 30 m² resulting a Gross Floor allowance of 947 m², immediate shortage of 75 m² compared to current school footprint. Expansion of the school to serve grades (JK to 8) would result in an elementary enrolment of 67, and existing Kindergarten enrolment of 23, and would require a base gross floor allowance of 1,824.2 m², divided into Basic Gross Floor Allowance (instructional space), Cafeteria Floor Allowance, Gymnasium Floor Allowance, Language and Culture space, Knowledge Keeper's Office / Traditional Services space allowance, and Counselling / First Aid / Itinerant space allowance. Additional Allowance for Special Needs Student would add an additional 57 m² resulting a Gross Floor allowance of 1,881.2 m².

building area requirements. The cohort survival model was used as the enrolment projection which best represents the student population for the Curve Lake First Nation. This scenario resulted in total student enrolment of 140, with 24 kindergarten, and 116 elementary, in the 10th year of enrolment. Additionally, the on-reserve population of Curve Lake First Nation is rapidly increasing. In 2023, the on-reserve population was 810 and is expected to grow to 1136 by 2041. Such an increase will require the appropriate educational infrastructure as is being requested in this request.

Option analysis of Curve Lake First Nation School has been confined to the existing site as the First Nation is not able to designate a new site of appropriate size to accommodate the development of the school. The majority of lands within the Curve Lake FN are controlled by individual Certificate-of-Possession holders. Land area available for development of community buildings is limited to that controlled by the Curve Lake FN Council. The Feasibility Study deemed that only one viable site (Lots 51-1; 51-2 & 51-3, and portion of Lot 50), is available for the school, and costs will be saved via a school renovation with addition on the existing site.

2.3 Project Approval Request (PAR)

The Project Approval Request (PAR) was approved on February 5, 2024, and this has granted Curve Lake First Nation to retain the services of a Professional Project Manager and proceed with the Design Phase of this project. The PAR is based on the scope of work identified in Section 3.0 – Scope of Work. The Design Consultant will work with the Client to develop a detailed design and specifications package that will meet the community's education goals and needs all while keeping in mind that the design must fit the approved budget. Upon completion of the Design Phase, a Construction Phase funding submission will be prepared and submitted to Indigenous Services Canada. **Approval for construction funding is required before the design can be tendered for construction.** The recommended and preferred school development option, as selected by Curve Lake First Nation based on the findings of the feasibility study, concept analysis, qualitative analysis, and cost estimates is a 3279m² educational facility located on the proposed site.

2.4.1 New School Facility and Associated On-Site Works

On-site work includes design and construction of the new 3279m² school facility with renovation of the existing 632m² school. It also includes school site development that is required to support physical education and outdoor education programs, as well as providing functional areas related to student transportation and parking for staff and visitors. Site development should also recognize the school functions for community use after hours.

Site development costs include those costs to be expended within the property line to provide educational facilities (i.e., playgrounds), to provide services (i.e., electrical connections, permanent road access, water, sewer, etc.), and to render the property safe, secure, and effective to maintain (i.e., fences, drainage, vegetation, etc.).

Site infrastructure work will include design and construction of water, sewer, hydro-tie-in, and high-speed service.

The scope of work for this project is to provide project management services for the design, construction, commissioning & warranty phases of the Curve Lake First Nation New School Project as identified below:

The recommended school plan accommodates and makes provision for:

- New School Building Construction
- Renovation of the current school building
- Site Development(s)
- Site Development of an interconnection to Raw Water Supply, Fire Protection, Sewage Collection System, Electricity, and Connectivity.
- The Curve Lake School Pre-design Facility Feasibility Study elaborates and incorporates all the details of the scope. The Feasibility Study will be provided for the PPM to review.

3.0 Scope of Work

3.1 Overview

The project will be delivered utilizing a Design-Bid-Build approach, of which a budget been approved for only the Design phase.

The PPM will be involved in all phases of the project as outlined below:

- Design: The PPM will prepare a RFP for the retention of a Design Consultant, and should be prepared to work with this Consultant during the design phase of the project to ensure the scope of work is completed in order to have the project ready for tender. The PPM shall familiarize themselves with the completed design, Project Approval Request, and all other required related project information in order to successfully complete this assignment.
- Tender: The PPM will provide oversight throughout the construction tender process, which will be administered by the Design Consultant. The PPM shall participate in the evaluation process for the construction tender and recommend award of the contract to the successful bidder.
- Account Management Services: The PPM shall work closely with First Nation and their assigned Account Manager on progress payments and financial reporting.
- Construction, Commissioning & Warranty: The PPM will oversee all components during construction, commissioning and warranty phases as outlined in Sections 3.12– Management of Construction & 3.13 – Management During Commissioning.
- Environmental Requirements: the PPM will ensure that an Environmental Assessment has been prepared for the project and that it is approved by all regulating authorities, including Indigenous Services Canada. The Professional Project Manager shall ensure the Environmental Project Description and Mitigation Measures Form as well as any remedial measures and/or plans are updated by the consultant as part of their Concept Design Brief, and during final design. The PPM shall also ensure implementation of the mitigation measures if any are identified in the Environmental Project Description/Mitigation Measures Form and remedial measures plan and the preparation of a report detailing their implement and the preparation of a report detailing

their implementation.

3.2 Policies and Procedures

The PPM shall establish/confirm clearly defined and properly documented policies and procedures and provide in the form of a manual. This shall include, but not limited to, the following:

- Meet with officials from First Nation (client), ISC, and First Nation Project Coordinator to develop a project management plan that correlates with the design and implementation of the project;
- Meet with officials from the First Nation (client), ISC, and First Nation Project Coordinator, Contractor to develop a financial plan that correlates with the design and construction phases;
- Set up appropriate signing authorities on the First Nation program account with the First Nation's banking institution both for the disbursement of funds and investment of surplus funds for future use in the project as agreed upon by ISC.
- Work with the First Nation to confirm the designated signatories on all project expenditures as considered acceptable by the FN and the Project Team. The PPM will be required to approve payment on all invoicing for the project, through a cheque requisition process to be established at the onset of the project (re: Section 3.8 – Financial Management & Payment Certification);
- Develop an accounting control system whereby only authorized and approved expenditures related to the design and construction phases are disbursed from the account;
- Review, verify and recommend for approval, change orders and claims for extras. The PPM must obtain approval for each change order from the First Nation Project Coordinator, the Design Consultant, and the Contractor and ISC prior to directing the Design Consultant and/or the Contractor to perform the work; and
- The PPM will develop and submit to the Client for approval (within one month of the assignment award) a Policy and Procedures Manual in response to the requirements of this Section 3.3 – Policies and Procedures.

3.3 Scheduling

The PPM shall:

- Plan (establish/confirm the logical sequence of activities including restraints and interfaces);
- Schedule (add resources and durations, if appropriate, to activities and adjust the timing for optimum results);
- Monitor (regularly evaluate progress against the approved schedule), for a which a draft schedule has been identified in Section 3.15 – Project Schedule for reference; and
- Control (take positive action to correct schedule variance in order to achieve schedule objectives).

3.4 Management of Design

The PPM has the prime responsibility in the following areas:

- Provide technical and management support to the First Nation Project Coordinator and
- Provide technical support to the First Nation during Design development and review;
- Continually update the project schedule;

The PPM is responsible for the management of the Design Consultant and Contractor and shall monitor

and control their work to ensure the project is being executed as identified by the defined project scope, schedule and budget and initiate any corrective action required. The PPM's responsibilities are to:

- Familiarize themselves with the detailed School Pre-Design Study and any other document related to the school study to ensure that the data collected and recommendations made are valid and accurate;
- Acknowledge in writing and agree to be bound by the terms and conditions of the PAR and be responsible to the First Nation to meet the Terms and Conditions of the Funding Agreement. The PAR is the formal document which describes the scope of work, cash flow, design requirements, construction procedures and methods of implementation, and delegates responsibility to the various agencies and departments who are members of the Project Team. The Funding Arrangement is the formal document which describes the responsibilities of the Minister and the Recipients;
- Represent the Project's best interest during the overall management of the project whereby the interests of the First Nation and funding agency, ISC, are equally protected;
- Implement a system of quality assurance to ensure the Design Consultant is performing in accordance with good engineering practice and project requirements;
- Review, in detail, the tender documentation, and advise the Contractor of the required changes with the understanding that the Project Team must approve of any change;
- Review project account(s) as prescribed in Section 3.7 – Cost Control;
- Participate in the Contractor tender evaluation process;
- Assist the First Nation to develop and implement training programs and to take other steps to maximize economic benefits from the project;
- Witness opening, evaluate and recommend for award to the most qualified bidder. Ensure the Project Team is present at the opening of the tenders;
- Provide appropriate resources for the management and administration of the project;
- Keep full records of all project details, meetings, correspondence, contracts, insurance, bonding, warranties, change orders, certificates, schedules, testing, certification, and verification. Provide copies as required to the Project Team Members;
- Monitor and manage project costs. The PPM has the prime responsibility of ensuring project cost control;
- Ensure schedule is prepared by the Contractor with input from the Project Team. Proceed to monitor the physical progress of the work to ensure that the project is completed in accordance with the schedule and provide the Project Team with monthly status physical and financial reports as per Section 3.10 - Reporting;
- Review, verify and recommend for approval, change orders and claims for extras. Obtain approval for each change order from the First Nation Project Coordinator, the Design Consultant, and ISC prior to directing the Contractor to perform the work. Obtain a written breakdown of the costs from the Contractor/Design Consultant complete with description of the work to support the request for change. In the case of an emergency, the Project Manager shall be permitted to approve work as deemed necessary to ensure the immediate safety of the project or persons involved. However, the change order for such work must include a description of the

emergency and clear justification for the work proceeding without prior approval. Provide copies of all the above information to the Project Team Members. This process will conclude with issuance by the PPM of a change order to the Contractors contract, completion of the extra work and inclusion of it in claims for payment;

- The PPM will manage the project contingency as established within the financial plan, track expenditures, identify potential change orders and included details in regular reporting in accordance with these Terms of Reference;
- Provide the Project Team with correspondence of a technical nature regarding the project. In addition, ensure that reports and bi-weekly (informal) summaries are provided to the Project Team within five (5) working days of completion. The PPM shall produce a communication plan which will be reviewed at the initial site meeting. The communication plan will outline what form of communication is required (verbal (phone), written (fax/e-mail/post/courier)), the frequency required for routine communication on various issues, and who needs to receive the communication in question (distribution list). The communication plan will be revised based on project team input and then followed to the most practical extent possible;
- At any time during the progress of the work, if the Project Manager considers that the costs outlined in any contract for services, including in the Project Management and/or Engineering Services will be exceeded, either by some unforeseen event or change in the scope of the work, the Project Manager shall inform the First Nation and ISC immediately and provide complete details. At no time shall the costs for construction, professional project management or engineering services be exceeded without prior written authorization of both the First Nation and ISC;
- An outline of some, not necessarily all, the tasks required to complete this project are provided in the schedule outlined in Section 3.15 - Schedule of this Terms of Reference. It is of the utmost importance that PPM appreciates they are to ensure the requirements of the Applicable documents as prescribed in the protocol provided in Appendix III; and
- This “Terms of Reference” and the Professional Project Manager’s proposal shall be a component of the contract between First Nation and the successful Professional Project Manager. This “Terms of Reference” shall govern in the event of discrepancies or conflicts between the two documents.

3.5 Management of Enhanced Commissioning Planning

Typically, construction projects include what is referred to as “Fundamental Commissioning” which is aimed to make sure that the energy systems in a building are installed and calibrated to perform in an energy efficient manner to meet the owner’s project requirements. Enhanced commissioning covers all requirements that form the fundamental commissioning, but at the same time calls for the appointment of the Commissioning Authority (CxA) early in the design phase of the building commissioning process.

During the Design Phase, the PPM will be responsible for the following tasks related to Enhanced Commissioning Planning:

- Preparing & Administering a Request for Proposals (RFP) for the Commissioning Authority (CxA). A preselect call is anticipated for this process.
- Review, evaluate and recommend award of the CxA proposals.

Oversee the Development of Enhanced Commissioning Plan by the CxA, complete with a presentation;

- Ensure a minimum of one (1) commissioning design review of the owner's project requirements, design brief and design documents prior to the 66% design documents phase and then back-check the review comments in subsequent design submissions;

During enhanced commissioning, the PPM will oversee tasks that the CxA should undertake.

3.6 Project Team Meetings

The PPM is responsible for organizing all Project Team meetings as follows:

- Co-ordinate, attend, act as chairperson, and take minutes for all full Project Team meetings throughout the project;
- Prepare and submit a meeting agenda to the Project Team members one week prior to all meetings.
- Distribute minutes to all project team members within five (5) working days of the meeting; and
- The project team meetings to be held in the community of First Nation are outlined in Section 3.15 – Project Schedule for both the design and construction phases.

3.7 Cost Control

The PPM has the prime responsibility for cost control including the following specific tasks:

- Analysis of commitments prior to award and comparison with budget and cash flow allocations;
- Establishment and monitoring of commitment authorization limits and procedures, including commitments against budgeted contingencies;
- Initiation of the action necessary to determine whether future costs will be kept within budget allocations;
- Progressive monitoring of changes in scope, cost and schedule and the timely processing of applications;
- Regular progressive assessment of future commitments and/or costs required in completing the project together with the determination of commitments and/or costs to date & their relationship to the approved budget. This would include the assessment of adequate provision for current and future variations to contracts as well as required contingencies;
- Monthly updating of cash flow forecasts;
- Establishment and implementation of appropriate cost reporting systems which will provide the Project Team with monthly information on the cost status of the project including variations against approved budget, and satisfying regulatory agency requirements;
- The PPM shall work closely with the Project Team for the duration of the project;
- The PPM shall establish and implement an appropriate cost reporting system to provide the Project Team with timely information on the cost status of the project including variations against the approved budget; and
- The PPM shall work with the First Nation Project Coordinator to ensure accounts are established for the project upon award of the construction phase and until the end of the warranty period. One of these accounts shall be established specifically to receive all ISC funding releases and another to hold the holdback (from the contractor during the construction phase).
- The PPM shall ensure that expenditures and commitments for recommended payments are within the approved budget amounts and do not exceed each line item in the approved funding

submission for each fiscal year;

- The PPM will provide a copy of the project monthly financial reports to the First Nation Project Coordinator. The cost status of the project (including variations against approved budget-will be provided monthly within the monthly financial report (due by the fifth (5th) day of the following month from the time of award of the project management contract to the end of the construction warranty period);
- The PPM shall complete monthly financial reports and submit them to the Project Team.

3.8 Financial Management & Payment Certification

The process by which the budget for the construction phases of the project shall be managed by the PPM is as follows:

- Development of a financial reporting system that will produce interim financial reports outlining funding received, expenditures disbursed with a comparison to budgeted amounts;
- The Design Engineer will present monthly progress payment certificates that will recommend payments to the Contractor based on the work completed. These certificates should be reviewed by the PPM and, if acceptable, recommend for co-signing with the Client, so payment may be issued;
- Review, verify and recommend for approval, change orders and claims for extras. Obtain approval for each change order from the Project Team prior to directing the Contractor to perform the work;
- Invoices for First Nation involvement must be reviewed and approved by the PPM and if acceptable, recommend for co-signing with the Client, so payment may be issued;
- Invoices for the PPMs activities should be reviewed by the First Nation's authorized representative, and the First Nation's Project Coordinator and if acceptable, recommend for co-signing with the Client, so payment may be issued;
- The Design Engineer will present monthly invoices of their work in contract administration and site inspection services. The PPM should review and, if acceptable, recommend for co-signing with the Client, so that payments may be issued.
- Cashflow projection releases for the Project shall be communicated with ISC and the schedule of releases should be established with the PPM and the contractor after award;
- Issuing cheques and delivery of all disbursements from the project account whenever they are required;
- The PPM shall ensure that the expenditures for each line item in the approved Project Approval Request (PAR) submission for each fiscal year is not exceeded in their recommendation for payment;
- All members of the project team, including the PPM, the Client, the First Nation Project Coordinator, Design Consultant and the Contractor must take into consideration the special funding conditions relating to the cash flow, including the requirements set out in the approval letter, when making their recommendations for the release of funding. The special terms and conditions relating to funding will be clearly stated in the contract that is signed between the First Nation and the Contractor. The PPM will be provided a copy of the contract;
- The PPM will set up password access for viewing account statements (may also issue a

- photocopy of the project monthly bank account statement) to First Nation Project Coordinator;
- Any concerns that may arise about the budget or recommendation for payment by the PPM should be resolved with a meeting of the Project Team including a representative of ISC;
 - At any time during the progress of the work, if the PPM considers that the costs outlined in the construction contract or the fees for services, indicated in the proposals for Project Management and/or Engineering Services will be exceeded, either by some unforeseen event or change in the scope of the work, he shall inform the Project Team immediately and provide complete details. (At no time shall the costs for construction, professional project management or design be exceeded without prior written authorization of both the First Nation Project Coordinator and ISC; and
 - The PPM shall provide monthly financial and physical reports for submission to ISC (funder), but only after being approved by the Project Team (First Nation Project Coordinator takes lead).

3.9 Project Accounting

The PPM is responsible for supporting project accounting with the Client to ensure specific duties as follows:

- Establish accounting procedures/systems, which will fully satisfy the Client and regulatory agency requirements and at the same time meet the needs of an effective project accounting system;
- Establish accounting procedures/systems in accordance with generally accepted accounting principles as prescribed by the Canadian Institute of Chartered Accountants;
- Identify, record and control actual payments of Consultant, Contractors, suppliers and others for services provided to the project;
- The actual method of payment, in conjunction with the Client (signatory for the First Nation may be Executive Director for the First Nation, the First Nation Project Coordinator), must be established early in the project.

3.10 Reporting

The PPM is responsible for reporting as follows:

- Implement a program of regular monthly reporting;
- Prepare reports on a monthly basis and provide timely up-to-date information on all critical aspects of the project such that all necessary decisions or actions can be taken promptly;
- Compare actual progress with the approved schedule, including variances, explanations, and possible schedule adjustments;
- Compare costs and commitments with the approved budget including estimated cost at completion, variances, explanations, and possible corrective action where required;
- Status of activities of Design Consultant and Contractor(s);
- Status reviews and approvals by regulatory agencies;
- Permits agreements and contract status;
- Construction status;
- Commissioning status;
- Status of deficiencies; and
- Assist with and ensure the Design Consultant prepares the post-project completion report in

accordance with regulator agency requirements and deemed satisfactory to the Client and in accordance with ISC completion report requirements.

The project team will keep strict control of the budget. Hence, an efficient and comprehensive reporting system is paramount to the success of the project.

Bi-Weekly Reports

Bi-Weekly reports may be informal and verbal by way of phone from the Consultant and PPM and supplemented by fax or e-mail portions as determined by the First Nation and Consultants respective project managers. The primary purpose is for the progress tracking and possible reporting by the First Nation Project Coordinator to the Chief and Council.

Monthly Reports

The monthly physical and financial reports shall be completed in accordance with ISC's reporting requirements and submitted to the Project Team by the 15th of the following month in electronic copy followed by hard copy.

The monthly report shall, at a minimum, include the following:

- Project Name, date, and author of the Report;
- Updated schedule showing proposed schedule and current. The PPM shall use Microsoft Project to provide a schedule of suggested milestones, work durations and dates for the implementation of this project;
- The schedule must identify the following:
 - Activities/tasks
 - Resources
 - Duration in days
 - Expected start date
 - Expected completion date
 - Dependencies
 - Milestones
 - Audits
 - Constraints

From developing the schedule, the following will become apparent:

- Resource Levelling
- Critical Path
- Any early or late start and finish dates
- Timeline (Gantt chart)
- Milestones (description of) (include details in Milestone section)
- Release cycle (if appropriate) (include details in Release Cycle section)
- Financial report showing original budget breakdown, current costs, committed costs and projected costs. The report shall also include a cash flow forecast update as required for ISC funding release schedules;

- Copies of invoices, financial signoff, and proof of payment;
- A list of contemplated change orders including projected costs;
- A list of approved change orders including approved costs;
- Table of manpower and equipment usage;
- Selected progress photographs;
- Written commentary on each of the above items;
- Description of local resources being used;
- Training being provided and progress of trainees;
- Outstanding deficiencies when appropriate;
- Key Risk Management;
- Key Issues Summary;
- Executive summary for presentation to Chief and Council; and
- The report will be certified by the PPM.

The monthly report will be submitted by the 15th day of the following month. Submissions shall be arranged with consideration of the Project team meeting dates. A digital PDF copy of each report shall be submitted to the First Nation Project Coordinator.

Within one month of project completion, the next to last report will be issued providing reference to the maintenance manual and record drawings. This report will also reference the proposed date of the one-year warranty inspection. The monthly reports shall be bound and punched for inclusion in a project binder at the end of the project.

Within one month of the warranty inspection, the final report shall be issued. It will provide final summaries of the project including any recommendations for the facility as a result of the warranty inspection.

Completion Reporting

Submit a final completion report in accordance with Section 3.15 – Project Closeout Requirements.

3.11 Expediting

A critical part of the PPM's role is expediting, specifically in the following areas: approval, decisions, shop drawings, technical reviews, question-answering and problem-solving, operating and maintenance manuals, and completion reports.

3.12 Management During Construction (Provisional)

The PPM and Design Consultant have joint responsibilities for management of construction activities. The PPM has the prime responsibility in the following areas:

- Provide technical and management support to the First Nation Project Coordinator;
- Ensure the review and approval of all shop drawings by the Contractor
- All progress claims, Interim and Final Completion certificates shall be signed by the resident inspector and certified by the Design Consultant and the PPM, one of which must be registered to practice professional engineering in Ontario;
- The PPM shall ensure implementation of the mitigation measures identified in the

Environmental Project Description and remedial measures plan and the preparation of a report detailing their implementation;

- Provide input to the project schedule regarding construction activities;
- Review contractor's schedules, proposed personnel, equipment selection & methodology;
- Take reasonable measures to control situations that could lead to claims & maintain sufficient records to protect the Client from unjustified claims & to permit recovery on Client claims against others;
- Promote satisfactory labour relations and work to resolve issues that may arise between parties during construction including minor changes required to facilitate construction;
- Monitor progress and cost, take reasonable measures to control progress and cost, and report to the Project Team;
- Call for inspection and ensure correction of defective work is complete;
- Ensure that any deficiencies identified are addressed with the Contractor.
- Arrange for the First Nation and ISC to receive items such as "as-built" drawings (electronic copies), operating manuals, operating instructions, and completion reports as specified and legal surveys of the completed project;
- Submit copies of the operation and maintenance manuals, prepared by the Contractor in accordance with the specifications, to the First Nation Project Coordinator, Compliance Consultant and ISC for review. Ensure that all changes/additions requested are incorporated and resubmit as required. The PPM shall also ensure that the manuals are available prior to the start-up, performance testing, and commissioning which is to be executed exactly as prescribed in the latest version of ISC's Project Implementation and Procedures Manual (PIPM); and
- Ensure that all Workplace Health and Safety Regulations are met.

3.13 Management of Enhanced Commissioning Implementation (Provisional)

The PPM shall oversee and ensure implementation of the Enhanced Commissioning plan during the construction phase. PPM duties will include:

- Review contractor submittals applicable to systems being commissioned for compliance with the owner's project requirements and design brief. This review must be concurrent with the review of the Design Consultant and submitted to the design team and the owner;
- Must attend contractor commissioning for at least the following systems:
- Heating, ventilation, air conditioning and refrigeration (HVAC&R) systems and all associated controls;
- Lighting and day-lighting controls;
- Domestic hot water systems;
- Renewable energy systems (e.g. wind, solar etc.)
- Must develop a systems manual that gives future operating staff the information needed to understand and optimally operate the commissioning systems. (These can possibly be filmed)
- Ensure that the CxA performs verification of end use training and verifies the performance of systems after twelve (12) months of completion of the project. The PPM will ensure proper documentation is received and shared with the Project Team.

3.14 Management of Commissioning & Warranty Phase (Provisional)

The PPM and Design Consultant have joint responsibilities for management during commissioning activities. The PPM has the prime responsibility in the following areas:

- Ensure Contractor constructs and commissions the new school is done properly, thoroughly and in a timely manner.
- Provide input to the project schedule regarding commissioning activities;
- Review contractor's schedules, proposed personnel, equipment selection & methodology;
- Promote satisfactory labour relations & assist in resolving disputes;
- Monitor progress and cost, take reasonable measures to control progress and cost, and report to the Project Team;
- Call for inspection and ensure correction of defective work is complete;
- Administer and ensure the correction of faults during the commissioning;
- Ensure commissioning reports are completed and submitted to the Project Team for their records;
- Work with First Nation to complete a "Source Document – Change in Capital Assets" form for all as-built quantities for inclusion in the First Nation Capital Assets Inventory System when substantial completion is awarded. Updating the asset quantities is necessary to ensure proper Operations & Maintenance (O&M) funding is received from ISC for the upgraded facility; and
- Ensure that the Warranty Inspection is conducted, and all warranty items are addressed during the warranty period and that the Project Team is advised.

3.15 Project Closeout Requirements

The PPM and Design Consultant have joint responsibilities for management during the overall project closeout activities. The PPM has the prime responsibility in the following areas:

- Provide a completion report in accordance with ISC requirements and submit to the First Nation Project Coordinator and ISC.
- Submit Interim and Final Completion certificates to the First Nation Project Coordinator, and ISC.
- Ensure that all required documentation is obtained with regard to the construction (statutory declarations, etc.). Copies are to be attached to each monthly physical/financial report;
- Submit copies of the operation and maintenance manuals, reviewed, and prepared by the Contractor in accordance with the specifications, to the First Nation Project Coordinator, and ISC for review. Digital copies of the above-mentioned information must also be supplied. Ensure that all changes/additions requested are incorporated and resubmit as required.
- The PPM shall also ensure that the manuals are available prior to the school opening, performance testing, and commissioning which is to be executed exactly as outlined in the successful Contractors submission;
- Ensure that the Design Consultant provides prints of the record drawings and specifications for review and acceptance by the Project Team. Following approval, provide a complete set of prints (paper and digital pdf) and record drawings in AutoCAD (latest version) format with approved layering structure; and
- Maintain a photographic history of the works. The photographic history shall be digital and include photographs of the site of the works before and after construction. Photographs shall

be taken of all sections of the work especially of deviations from the plans and specifications. Digital copies of all photos will be submitted to the project team as part of the completion report.

3.16 Project Schedule

The following schedule/listing of tasks is provided so that the Professional Project Management firms can appreciate the commitment required for this project.

The dates in the schedule/listing of tasks have not been filled in, as the PPM shall provide a schedule with their proposal developed using Microsoft Project which will have to be reported on/maintained by them throughout the project.

The following schedule lists most, but not necessarily all, tasks which will be required during the course of this project. The tasks identified with double asterisks (**) represent meetings held onsite in First Nation, where other meetings denoted with a single asterisk (*) or by video/teleconference.

Stage	Project Milestone	Projected Timeline	Responsibility
Planning	Project Approval & Expend Auth		ISC
	PM Consultant RFP Development		FN, ISC
	RFP Closes and PM Award		FN, ISC
Design	Design Consultant RFP Development		PM, FN, ISC
	Design Consultant RFP Period		PM, FN, ISC
	Design Consultant Contracts Award		FN
	CxA RFP Development		FN
	CxA RFP Period		FN
	CxA Award		FN
	33% Detailed Design Submission		DE
	66% Detailed Design Submission		DE
	99% Detailed Design Submission		DE

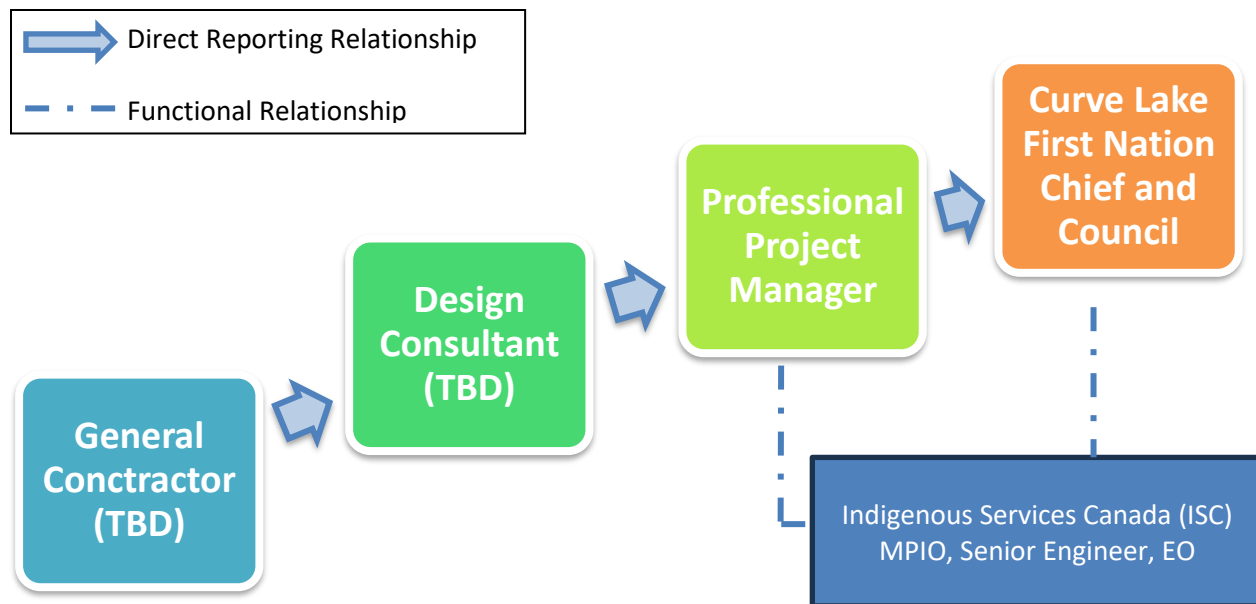
	100% Detailed Design Submission		DE
	Construction Tender Period		DE
	Construction Award		BN
Construction	Site Mobilization		General Contractor
	Site Preparation		General Contractor
	Construction Start		General Contractor
	Construction (monthly on-site meetings)		General Contractor, DE (Contract Administrator)
	Commissioning		General Contractor, DE, PM
	Substantial Completion		General Contractor
	Acceptance Certifications		PM,DE
	Construction Complete		General Contractor
Close-out	Record Drawing Issued		General Contractor
	Warranty Period		General Contractor
	Project Completion Report		PM, FN

4.0 Project Team

The following individuals make up the Project Team:

Name	Title	Address	Telephone No.	Email
First Nation				
Phyllis Williams	Executive Director	22 Winookeedaa Rd. Curve Lake First Nation KOL 1R0	705-657-8045	Executive@curvelake.ca
Aricka Fleguel	Director of Education FN Coordinator	77 Chemong St. S Curve Lake First Nation KOL 1R0	705-657-8045	Arickaf@curvelake.ca
Indigenous Services Canada				
Maria Kamin				
Mei Ling Chen	Senior Engineer, Technical Services	655 Bay St, Toronto, ON	437-433-8530	meiling.chen@isc-sac.gc.ca
Shawn Green	Environment Officer			shawn.green@sac-isc.gc.ca
Lindsay McDonald	Environmental Public Health Officer			
Professional Project Management				
To Be Determined				
Design Consultant				
To be Determined				
General Contractor				
To be Determined				

4.1 Organizational Chart



4.2 Project Team Members

The following individuals make up the Project Team:

Name & Title	Organization	Role / Responsibility
Keith Knott, Chief Phyllis Williams, Executive Director	Curve Lake First Nation	Project concurrence with First Nation requirements
Aricka Fleguel, Director of Education Project Coordinator	Curve Lake First Nation	Project coordination on behalf of FN
Professional Project Manager	TBD	Provides PPM services as described herein. Overall project responsibility for scope, schedule and cost management.
Bridget Taylor Finance Manager	Curve Lake First Nation	Financial management on behalf of FN
Design Consultant	TBD	Design, contract admin and site inspection services
Contractor	TBD	Contracting Services
Regional Senior Program Officer	ISC	Funding requirements. Ensures compliance to ISC Policy.

Mei Ling Chen, ISC Project Engineer	ISC	Ensures project is developed according to technical standards
Environmental Officer	ISC	Ensures compliance with Environmental requirements
Environmental Public Health Officer	ISC	Ensures compliance with Public Health requirements

4.3 Project Team Meetings

The PPM is responsible for organizing all Project Team meetings as follows:

- Co-ordinate, attend, act as chairperson, and take minutes for all full Project Team meetings throughout the project;
- Distribute minutes to all project team members within five (5) working days of the meeting; and
- The project team meetings to be held in the community of First Nation for both the design and construction phases.

The Project Manager shall arrange and act as chairperson for all project meetings with the Project Team other parties as required.

The Project Manager shall prepare and submit a proposed meeting agenda to the Project Team members one week prior to all meetings. The Project Manager shall record the minutes of all project meetings and distribute them to the Project Team members within five (5) working days of the meeting. Note: No proxies or substitutes are typically allowed by the Project Manager's staff for these meetings.

A clear agenda is provided prior to the meeting to maintain focus and maximize effectiveness.

Succinct minutes in the form of action points are to be documented and distributed to attendees and for onward distribution to their own team members.

The purpose of these meetings is to:

- Review and update outstanding action points;
- Monitor overall progress against plans;
- Resolve problem and issues;
- Review current project status; and
- Report requested plan variations and change control items.

The purpose of the following table is to describe the ***minimum*** anticipated Project Team meetings and proposed location. Additional meetings may be required throughout the project as deemed necessary by the PPM and/or the Project Team.

No.	Project Meeting	Description	Location
Planning			
1	PPM kick-off meeting	To initiate PPM Work	Teleconference*
2	Design RFP Review Meeting	Meeting to review the Design Consultant Terms of Reference prior to it being issued	Teleconference*
3	Design RFP Evaluation Meeting	Meeting to review, evaluate and select successful design consultant	Teleconference *
4	CxA RFP Review Meeting	Meeting to review the Commissioning Authority Terms of Reference prior to it being issued	Teleconference*
5	CxA RFP Evaluation Meeting	Meeting to review, evaluate and select successful Commissioning Authority	Teleconference*
Design			
1	Design Meeting #1	Design phase kick-off meeting will be held in FN.	FN
2	Design Meeting #2	Meeting #2 will take place at 66% design (or earlier if decided by the Team)	FN
3	Design Meeting #3	Meeting #3 will take place to present the final design to the community	FN
4	Monthly Design Phase Teleconferences	Monthly teleconferences will be held throughout the Design Phase of the project	Teleconference
5	Pre-tender Site Visit	Mandatory Pre-Tender site visit will take place with bidding contractors. The PPM & Design Engineer to be in attendance	FN
6	Tender Evaluation Meeting	Meeting to review, evaluate and select successful contractor	Teleconference*
Construction			
1	Construction Kick-off Meeting	Construction kick-off at onset of the construction phase	FN
2+	Monthly Site Visits / Meetings	During Construction, meetings will be held monthly in the community along with progress site visits.	FN **
3	Project Completion Meeting	Upon completion of construction a final meeting and celebration will be held	FN
4	Construction Phase Teleconference	On an as-needed basis between monthly site-visits	Teleconference calls

**alternate teleconference would be "Zoom" style meetings when required, Note ISC continues to virtually attend project meetings.*

***construction schedule to determine total number of on-site monthly meetings.*

5.0 Project Manager Contract Agreement

5.1 Professional Project Management Responsibilities

As well as the terms in Section 3.0 - Scope of Work, the general responsibilities of the PPM shall be:

- To represent the First Nation on overall management of the project. This is a key role whereby both the interests of the First Nation and funding agency, ISC, are equally protected;
- To agree to enter into a contract between the Client and the PPM for the work as outlined in these Terms of Reference and PPM's Proposal Submission. The accepted "upset limit" of the PPM fees and disbursements, based on the lump sums provided as detailed in the Proposal, will not be exceeded without written consent from ISC;
- To provide complete and comprehensive professional project management services in the specialty field required to carry out the work;
- To provide technical and management support to the First Nation Project Coordinator;
- To carry out the work in accordance with an accepted schedule presented by the PPM with his proposal and to submit regular progress reporting to ISC describing progress and indicating milestones completed;
- Maintaining and filing all books and records for the project in the PPM's offices;
- Keep full records of all project details, meetings, correspondence, contracts, insurance, bonding, warranties, change orders, certificates, schedules, testing, certification, and verification. Provide copies as required to the First Nation Project Coordinator, and ISC;
- Be available when required to meet with officials from the First Nation, ISC, the design consultant, and others as required by the Project Team;
- Prepare and submit the project financial summary to be included in the Project Completion Report;
- Provide ISC, the Technical Advisor and the First Nation with monthly activity reports, including current month and program-to-date financial reports;
- Ensure timely completion to all reporting requirements, as outlined within the Funding Arrangement and amendments;
- Proactively resolve issues to ensure project keeps on schedule.
- Maintain confidentiality of all private or personal information coming into his/her possession; and
- Act in a culturally sensitive manner at all times.

5.2 General Conditions

All materials developed and reports made in connection with the project shall become the property of the First Nation and must be turned over with full copyright to the First Nation upon completion of the project.

The Project Manager shall not be entitled to additional fees or charges required to remedy errors or other problems attributable to shortcomings of the Project Manager, his Sub-Consultants, or their employees.

Rectification of such errors/omissions will be the responsibility of the Project Manager.

The proposal shall be valid for 90 days from the submission deadline.

5.3 Contract Responsibilities

The Project Manager agrees to enter into a contract with the First Nation for the work as outlined in this Terms of Reference and as submitted in the Cost of Services form.

The Project Manager agrees to carry out the work in accordance with the schedule as outlined in these Terms of Reference.

The Project Manager agrees to make use of any existing data and reports to the maximum extent possible.

5.4 Invoicing Instructions

The Project Manager shall record and document the cost for each allowance item separately. The Project Manager invoice shall have a separate charge for each allowance items as per the Cost of Services form.

The Project Manager shall submit copies of each invoice to the First Nation Project Coordinator on a monthly basis. Invoices shall include all time and charge out rates, expenses, and disbursements.

The Project Manager shall not be paid more than 95% of the agreed fees and disbursements until the record drawings and project completion information has been reviewed and approved and all documentation has been submitted as per the requirements of these Terms of Reference.

5.5 Payments

Payments to the Project Manager by the First Nation shall be based on the Project Manager's submission for fees and expenses, supported, if requested by time sheets and invoices for actual expenses incurred up to the upset limit as stated in the Project Manager's proposal.

5.6 Changes

At any time during the progress of the work, if the Project Manager considers that the costs outlined in the contract for Project Management services will be exceeded, either by some unforeseen event or change in the scope of the work, the Project Manager shall inform the First Nation and the ISC Capital Management Officer immediately and provide complete details.

In addition, no increase in the contract amount for either fees or disbursements will be permitted unless:

- A request for additional payment is received in writing by the First Nation and the Project team with a full explanation for the reasons there, and,
- A Change Order for such additional payment has been approved by the Project team.
- No changes in the Project Manager's Team will be permitted without a written request for such

changes and written approval by the First Nation Project Coordinator, and ISC Capital Management Officer.

5.7 Adequate Information

The Project Manager will acknowledge in their proposal that they have had adequate discussions and access to sufficient information to enable them to undertake the required works within the timeframes stipulated as detailed herein.

5.8 Contract for Fees

The Project Manager's fees and disbursements shall be Class "A" for all portions of Work as detailed and described in this document.

5.9 Insurance

The successful Project Manager will be required to carry a minimum of \$500,000 per occurrence in professional liability insurance. The insurance coverage cannot be modified without written consent of the First Nation and the Project Team. Clauses that limit the liability of the Project Manager with this proposal are not acceptable.

6.0 Proposal Content

The following outlines details to be included in the proposal.

The proposal shall be organized into two (2) distinct sections including:

- Management
- Cost Selection

The proposal will be submitted using a "two PDF file system". The first PDF file shall contain, without reference to fees, the Management Section and shall be marked "Management Section". The second PDF file shall contain the Cost Section and shall be marked "Cost Section" and will be **password protected**. The "Cost Section" PDF file shall remain unopened until the evaluation of the "Management Section" proposal is completed.

6.1 Management Section

The Management Section of the Proposal must include the following:

- 1) An "Introduction" giving a brief description of the Project Manager's company profile, relevant experience, comments on the proposed scope of work, and an overall approach to the work. The introduction will also identify assigned staff and any sub-consultants along with their qualifications, registration, and the added value to the project.

Project Manager's must provide information regarding their experiences in the last five (5) years that are relevant to the duties required herein.

Project Managers must provide a list of at least three (3) references and clients worked with/for in the last three (3) years. The reference information must include the contact name, current phone number and email address and a short description of the PPM's role in the project.

- 2) A "Work Plan" demonstrating how the requirements of the scope of work will be met and showing the assignment of specific team members to tasks and the number of person-hours that each team member will spend on each task. The use of specialized services should also be shown. This information should be shown in detail on a chart, in matrix form (time-task matrix), excluding costs. Availability of the assigned personnel is to be indicated in the proposal. The percent (%) utilization of the assigned personnel is to be shown and totaled.

A schedule, which reflects the Project Managers work plan and identifies milestones, should also be included.

- 3) A "Management" section that will include an organization chart and a description of the management methods that will be used to ensure that the work is done in a manner that meets these Terms of Reference. This section will also include initiatives by the Project Manager to further the First Nation's professional development and promote skills transfer to the First Nation. In addition to the utilization of First Nation local content, labour and equipment during the construction phase, utilization of First Nation labour and resources during the design phase is also expected.
- 4) An Appendix showing the Curricula Vitae of the proposed project team staff and any sub-consultant(s).
- 5) Confirmation of the person(s) assigned to the lead roles in the project are respectively registered or licensed to practice in the province of Ontario as a P.Eng OR hold a Professional Project Management designation from a globally recognized body. Proof of registration and/or licensing and professional insurance is to be provided in the proposal. In the event this information is not provided in the proposal, the successful firm will have three (3) business days to supply the information to the Project Team following a request to do so. Failure to comply will render the proposal non-compliant and the next highest rated firm will be contacted.
- 6) If the Project Manager is employing a sub-consultant, a copy of the sub-consultant's proposal to perform his portion of the work. Proof of sub-consultant professional registration and insurance is also to be provided with the proposal.
- 7) A letter of transmittal, separate from the proposal, signed by an authorized officer.

6.2 Methodology

The Project Manager's proposal shall contain an outline of the proposed methodology that the Project Manager proposes to utilize in undertaking this project.

6.3 Time Limits and Work Schedule

The Professional Project Manager's proposal will indicate the number of weeks required to complete this project as per Section 3.15 – Project Schedule. The Project Manager shall use Microsoft Project to provide a schedule of suggested milestones, work durations and dates for the implementation of this project.

The Project Manager shall review the design schedule and provide the construction start and end date. The Project Manager will be responsible to provide an accurate schedule as part of the monthly reports sent to the project team, in both hard copy and digital formats as per Section 3.10 - Reporting.

6.4 Cost Section

The Cost Section is to include fees and disbursements for the specified project management service and must be submitted in a separate PDF file. Fees and disbursements for the specified project management services must also be summarized on a "Cost of Services Form" as included in Appendix III of this Terms of Reference. The Cost of Services Form is to be submitted within the separate cost PDF file marked "Cost Section".

Fees and disbursements for the specified project manager services are to be expressed as a lump sum for fees and disbursements (both fixed) and shall include the following:

The Professional Project Manager's proposal shall indicate the total time and the daily or hourly rate (Charge-out rate) to be charged based on 7.5-hour day for each member of the project management team. Cost templates shall be produced in tabular format, Tender/Cost.

- 1) Fixed hourly rate for each member of the proposed project management team to an estimated maximum number of hours to complete the project set out herein; the hourly rate must include all payroll, overhead costs and profits;
- 2) Disbursements for the specified professional project management services detailed and expressed as a fixed cost for miscellaneous administrative expenses such as for printing/duplicating, telephone and/or fax charges; and travel, accommodation and meal expenses;
- 3) Fees and disbursements for the specified Professional Project Management services must be summarized and submitted in a separate cost envelope from the textual submission. This information must be shown in a chart, in matrix form, preferably in the same one referred to in the aforementioned "Workplan", but including costs. Only the fixed fee portion will be used in the calculation of points for cost.

The price(s) quoted shall include any and all applicable taxes, although the PPM should note the First Nation is HST Exempt. An HST exemption letter can be provided upon request from the First Nation.

An "upset limit" of Professional Project Manager's fee, based on the above, will not be exceeded without written consent from the Project Team.

A Provisional Cost for each additional project team meeting to be held in First Nation is also to be identified on the Cost of Services Form.

The following costs, as applicable, shall be included in the fixed lump sum fee submitted by the Professional Project Manager and shall not be reimbursed separately:

- Reproduction and delivery costs of drawings, AutoCAD and other electronic files, specifications, and other technical documentation specified in this Terms of Reference.
- Standard office expenses such as photocopying, computer costs, Internet access and use, cellular phone costs, long distance telephone, faxes etc.
- Courier and deliver charges for project deliverables.
- Plotting.
- Presentation material.
- Parking fees.
- Taxi charges.
- Travel time.
- Travel expenses.
- Bank fees.

The Professional Project Manager shall not introduce in their cost proposal, cost elements which are not requested in this proposal call. Any items in which the PPM feels should be considered by the Project Team as part of this project, can be identified in the project manager's proposal for further review by the Project Team.

The Professional Project Manager's proposal and Terms of Reference shall form part of the contract. The Professional Project Manager's fees and disbursements shall be disclosed including any or all notes on the method of calculation.

7.0 Proposal Evaluation

7.1 Proposal Evaluation Criteria

Project Managers are requested to submit proposals that conform exactly to the following section headings and requirements. Failure to conform will impair the proposal review process, possibly to the detriment of the PPM.

7.2 Evaluation Team

Members of the team evaluating the PPM's qualifications and proposals shall consist of the following:

- First Nation Executive Director;
- First Nation Project Coordinator;
- First Nation Finance Director;
- ISC MPIO Team Lead;
- and ISC Project Engineer.

Evaluation forms will be completed by the above parties and averaged to produce the Evaluation Team Score used in the selection of a Professional Project Manager. Each member of the evaluation team will fill out one evaluation form.

7.3 Proposal Scoring

Failure to provide any of the mandatory requirements may result in disqualification of the firm's proposal. Proposals will be evaluated only on the strengths of the written presentations. Proposals will be evaluated according to the work identified in the "Terms of Reference" and using the procedures, criteria and point system set by Curve Lake First Nation and using the following procedures:

1. All proposals shall remain sealed until the bid award panel meeting.
2. Assign a mark from 0 to 10 to each proposal for criteria except costs
3. At the beginning of the proposal evaluation meeting, the Chair shall:
 - a. Number the proposals that are received by the deadline;
 - b. Ensure that all members of the Bid Award Panel sign a pecuniary interest form and disclose all current pecuniary interests they or their immediate family possess; and
 - c. Ensure that the conflict-of-interest policy is reviewed and signed.
4. The panel shall open all bids together.
5. Bids that have not met the minimum requirements shall be rejected.
6. The procedures for the bid award panel shall include, at minimum, the following:
 - a. The meeting is held within three weeks of the proposal deadline;
 - b. Three of the bid award panel must be present for quorum;
 - c. All decisions of the bid award panel shall be published on the Curve Lake First Nation Website;
 - d. The bid award panel does not hear public presentations; and
7. Proposals are evaluated together using the evaluation template.
 - a. The cost envelopes are opened for all proposals attaining 60 points (70%) or more of the technical component. Where the Professional Project Manager does not score a minimum of 60 points (70%) in the technical evaluation portion the cost portion envelopes will be returned unopened.
8. The terms of contract will be negotiated with the successful proponent.
9. The project team will make the selection of the successful Professional Project Manager, not necessarily using the lowest bid as their first consideration.
10. If no quote or proposal meets Curve Lake First Nation's needs, as determined by Curve Lake First Nation, no award shall be made.

8.0 Proposal Submission

8.1 RFP Questions

A Professional Project Manager may submit a question by e-mail and request that the question and TOR-Professional Project Management Services

answer not be circulated to other consultants. If the question points to an error or shortcoming in this request for proposals, the Project Team reserves the right to ignore the Professional Project Manager's request and will notify all interested Professional Project Managers of the error and what corrective action to take. If the information is not critical, but the Project Team judges it fair to circulate the answer to all Professional Project Manager's, the enquiring Professional Project Manager will be given the opportunity to withdraw the question.

If none of the above conditions exist, and the question reveals a Professional Project Manager's unique proposal strategy, then the Project Team will honor the Professional Project Manager's request and respond only to the enquiring Professional Project Manager.

The last day for questions is June 3rd, 2024. Questions can be directed to:

Curve Lake First Nation
re: Curve Lake First Nation School Project
Professional Project Management Services
22 Winookeedaa Road Curve Lake, ON K0L 1R0
705-657-8045
Procurement@curvelake.ca

8.2 Proposal Submission

Two separate Electronic PDF copies submitted via email (and confirmed as received) of the "Management Section" and "Cost Section" of the proposal will be considered acceptable to meet the proposal deadline of **June 10, 2024 @ 12:00PM EST.**

The electronic PDF copy to be submitted via email should be kept to a file size less than 9 MB (or split into smaller parts) to avoid email delivery size limitations. Please do not compress (zip) the file into a .zip file format as this file will not successfully pass through the email system.

The PDF file(s) be emailed to:

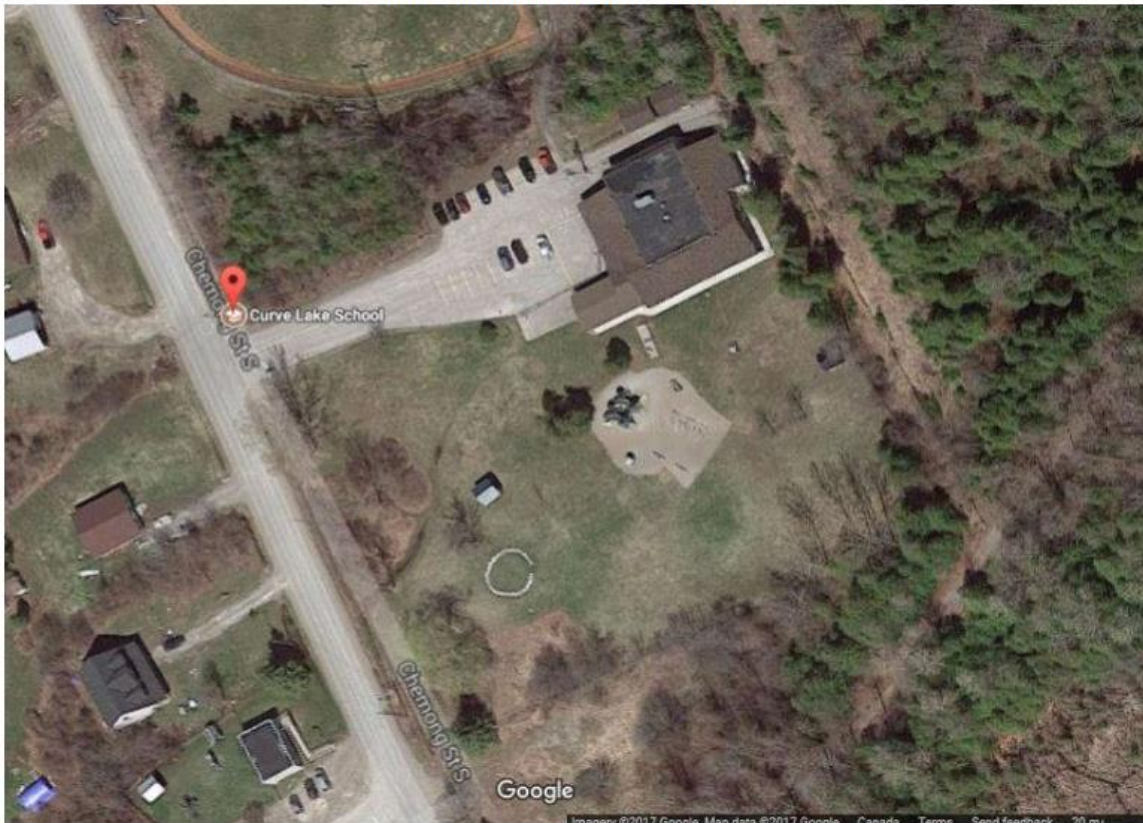
Attn: Aricka Fleguel, Director of Education
22 Winookeedaa Road
Curve Lake First Nation, ON
K0L 1R0
Procurement@curvelake.ca

Proposals should be clearly marked "Management Section" on one email and "Cost Section" on the other email submitted using a separate 2-part system.

Proposals received after either of the respective due date and time will not be considered and bidders are responsible to confirm timeframes will meet deadline.

APPENDIX I

Curve Lake First Nation School Site



APPENDIX II

Proposal Evaluation Criteria

To ensure consideration for this RFP, your proposal should be complete and include all the following criteria to be considered by Curve Lake First Nation:

1. Understanding of the Project
 - a. A demonstration that the Professional Project Manager understands the goals of the project, the functional/technical requirements, the constraints, and the issues that will shape the end product, the selection of resources and the way the services are to be delivered. Experience and satisfactory performance on similar contacts within a First Nation context.
2. Information to be provided:
 - a. Description of the specific project goals and requirements which highlight those of particular significance to the project and the delivery of services. For example:
 - i. the client's functional and technical requirements;
 - ii. the client's philosophies and values;
 - iii. the existing conditions;
 - iv. implementation strategies;
 - v. other significant issues (environment, heritage, cultural, socio economic); and challenges and restraints.
 - vi. Description of the approach to the major issues to be dealt with during the project.
3. Scope Of Services, Work Plan And Schedule
 - a. Completeness of services offered to meet the goals and objectives; plan of action that demonstrates how the services will be conducted; and schedule.
 - b. Information to be provided:
 - i. Detailed list of services flowing from the Terms of Reference.
 - ii. Description of the products of the deliverables which will contribute to the project objectives. For example: include those requested in this RFP and others that will be produced (e.g., investigations, studies, reports, estimates, schedules, built work, manuals, and services during construction).
4. An outline action plan of the services:
 - a. Implementation strategy (approvals, contracting, phasing);
 - b. sequence of main activities;
 - c. deliverables (reports, detailed schedule, estimates, design, plans and specifications, manuals, warranty inspection reports);
 - d. ISC/PWGSC / client inputs; and
 - e. work breakdown chart with description of services. (Note: A WBS (Work Breakdown Structure) could be the technique that firms may choose to respond to this section.)
 - f. A schedule for the services and the major inputs/approvals by others, from commission award through to completion of all services.

5. Management Of the Services

How do you propose to perform the services and the meet the constraints?

- a. What we are looking for:
 - i. How the team will be organized and how the team fits in the context of the existing structure(s) of the firm(s).
 - ii. What methods will be followed in performing the services? How will the strategies be managed.
- b. Information to be supplied:
 - i. Management and Organization:
 1. Roles of key groups (ISC/PWGSC, client department, third parties, Project Manager's team of staff, sub consultants, specialists);
 2. organization chart with role titles and names;
 3. reporting relationships; and
 4. profiles of the key positions.

6. Description of Services - Methodologies (management procedures):

- a. Program/requirement analysis and definition process;
- b. design methodology;
- c. quality control of the service in each phase of the project;
- d. overview of the quality assurance and conflict of interest mandates of the consultants.
- e. construction stage services (including inspection, quality control, manuals, deficiency clean up, warranty inspections);
- f. cost planning and control process; and
- g. scheduling methodology and time control process.

7. Project Manager's Team

- a. The capability and the capacity of the team to provide the quality of services described in the earlier sections:
 - i. completeness of the team (are the roles and specialties covered off);
 - ii. sufficient technical resources (CADD, working facilities);
 - iii. commitment to provide qualified resources to the project;
 - iv. qualifications/experience of the designated individuals;
 - v. sufficient resources to meet the time frames in the work plan; and
 - vi. back-up committed if the proposed resources are not available.
- b. Information to be provided:
 - i. Detail about the human and technical resources that the consultant will dedicate to the project:
 1. Names and qualifications of people nominated for the major activities in the Work Breakdown Structure (WBS) and for functions shown on the organization chart;
 2. percentage of time the key individuals will spend on the project;
 3. names of the back-up people;
 4. where the work will be undertaken (if more than one office in firm); and
 5. details about nominated and back-up resources.
- c. Experience of the key resources on comparable projects including:
 - i. the names of firms worked for and the time and position in the firm;
 - ii. the scope of involvement of the firm and the key individuals on the listed project; and

- iii. references.
 - d. For key resources, date of professional registration or technical certification/graduation, years of experience and length of time with the present firm.
8. Qualifications And Experience Of Firm(s)
- a. What we are looking for:
 - i. Size of firm and depth of experience of the firm(s) on various project types, including design success (e.g., prizes and commendations);
 - ii. experience on similar projects, particularly that of your proposed project team;
 - iii. range of experience that can be drawn on from other individuals in the firm; and
 - iv. depth of the firm's resources and capacity to provide additional resources if and when needed.
 - b. Information to be supplied:
 - i. A selected list and brief description of projects completed in the last, 10 to 15 years by the firm and major sub-consultants to indicate the range and depth of the firm's practice. If a project was undertaken by a consortium, identify other firms in the consortium, the role of the firm on the project, the stages completed, and the construction value. Relevant projects with First Nation communities.
 - ii. A selected list and brief description of recent relevant studies.
 - c. Documentary proof of the firm's claimed achievements must be included. Otherwise, the claimed achievements will not be counted.
9. A general breakdown of the total staff of the prime consultant and major sub-consultants (classifications and numbers).
10. Cost of The Services
- a. Cost of services shall be detailed and based on requirements in section 6.4 of this TOR and will be evaluated as follows:
 - i. The total points awarded for cost will be determined as follows:
 - 1. Lowest cost receives maximum points, and all other bids are evaluated according to the formula:
 - a. $\text{Lowest cost} \times 300 \text{ points} = \text{awarded points}$
 - b. Where the ratio method is deemed inappropriate for use in awarding points for cost by the Project Team due to unique circumstances, an alternative cost evaluation process may be utilized.

APPENDIX III

Project Name:	Date RFP's Evaluated:
Proponent Names:	
	Proponent A
	Proponent B
	Proponent C
	Proponent D
	Proponent E
	Proponent F
Department:	
Evaluation team name and signatures:	
<p>All members of the evaluation team are responsible for the integrity of the process, however it is the Chair's responsibility to ensure all processes are followed.</p> <p>Conflict of Interest All persons participating in the RFP evaluation process must ensure they are strictly compliant with the conflict of interest policy. All persons participating must sign the conflict of interest policy before participating. All persons participating in the RFP evaluation process must disclose any interests they or immediate family members (parent, parent in-law, spouse, common law partner, sibling, sibling in law, child) have in any sole proprietorship, corporation, or partnership that has submitted a bid. That includes if any of the above persons are the lead, an employee, a subcontractor or any other pecuniary interest. If there is a real, or perceived conflict of interest this will be disclosed to the relevant department manager in writing.</p> <p>All suppliers must disclose real or perceived conflicts of interest. All suppliers must resolve any conflicts of interest at the direction of CLFN.</p>	

Contractual Obligations: The following requirements will be included in any contract between the successful proponent and CLFN:

Work Schedule

Work done in accordance with Ontario constructions standards.

Warranty phase

Mandatory Requirement					
	Prop. A	Prop. B	Prop. C	Prop. D	Prop. E
Administrative requirements:	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No
Proposal submitted by due date: June 10, 2024					
Submitted substantially in form requested?					
Understanding of the Project					
Description of the specific project goals and requirements					
An outline action plan of the services					
Management Of the Services					
Description of Services/ Methodologies					
Project Manager's Team					
Qualifications And Experience of Firm(s)					
Cost of The Services (Separate file)					
Bidder must have yes for all 10 requirements to proceed to the weighted criteria.					



Weighted Criteria: 10 Proposal offers all that project team requires.
 7 Most of the important elements are provided, acceptable.
 4 Some of the important elements are provided, unacceptable.
 0 The element is essentially not met.

Firm(s) Experience
 Similar and related experience of proponent. Experience and satisfactory performance on similar work in the same subject area (First Nation, government, and private sector). Experience working with Curve Lake First Nation. Proponents should have three (3) or more years' experience within the past seven (7) years as of the closing date of the RFP delivering services of a similar scope and complexity.

Weight 2.5	Prop. A	Prop. B	Prop. C	Prop. D	Prop E.
Mark 0 – 10					
Score					

Project Team
 The number, qualifications, and relevant experience of personnel to be assigned to the proposed team.

Weight 2.0	Prop. A	Prop. B	Prop. C	Prop. D	Prop E.
Mark 0 – 10					
Score					

Proposal
 The depth and detail of the proposal which indicates an understanding of the size, complexity and time constraints of the work.

Weight 1.0	Prop. A	Prop. B	Prop. C	Prop. D	Prop E.
Mark 0 – 10					
Score					

Schedule:
 The proposed schedule for the work. Management of the work, delegation of responsibility, work plans, schedule and cost control, reporting and quality control.

Weight 1.0	Prop. A	Prop. B	Prop. C	Prop. D	Prop E.
Mark 0 – 10					
Score					

Methodology:					
The methodology proposed for the performance of the work in accordance with TOR.					
Weight 2.0	Prop. A	Prop. B	Prop. C	Prop. D	Prop E.
Mark 0 - 10					
Score					
Budget					
Lowest cost receives maximum points of 20. All others will receive a weighted mark out of 18. Cost is being evaluated.					
Weight 2.0	Prop. A	Prop. B	Prop. C	Prop. D	Prop E.
Mark 0 – 9 or 20 (lowest bid)					
Points Total					

COST OF SERVICES FORM (to be provided in a separate envelope)

Location of Work: Curve Lake First Nation, Ontario
 Description of Work: Professional Project Management Services for Curve Lake First Nation JK to Grade 8 School

Class "A" Cost Estimate

	<u>FEES</u>	<u>DISBURSEMENTS</u>	<u>TOTAL</u>
1 Design Phase			
School & on-site works			
Off-site Servicing			
<i>PPM Design Phase Total</i>			
2 Construction Phase*			
School & on-site works			
Off-site Servicing			
<i>PPM Construction Phase Total</i>			
3 Completion Reporting*			
4 Warranty Phase*			
OVERALL TOTALS	\$	\$	\$
<u>Provisional Allowances</u>			
Additional Meeting in Curve Lake First Nation	\$	\$	\$

Name of Firm: _____
 Address of Firm: _____
 Signature of Consultant: _____
 Position/Capacity: _____

*****This is the last page in this Terms of Reference *****