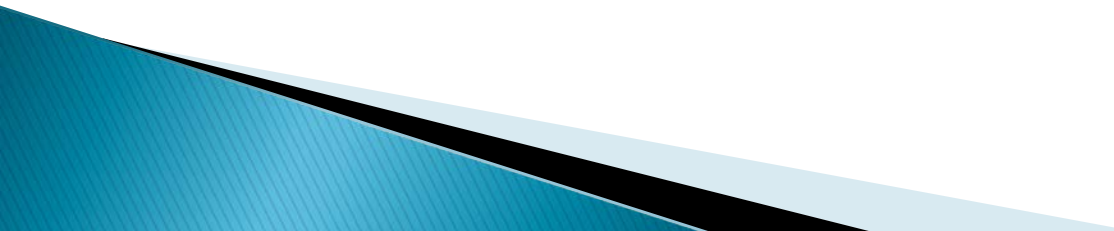


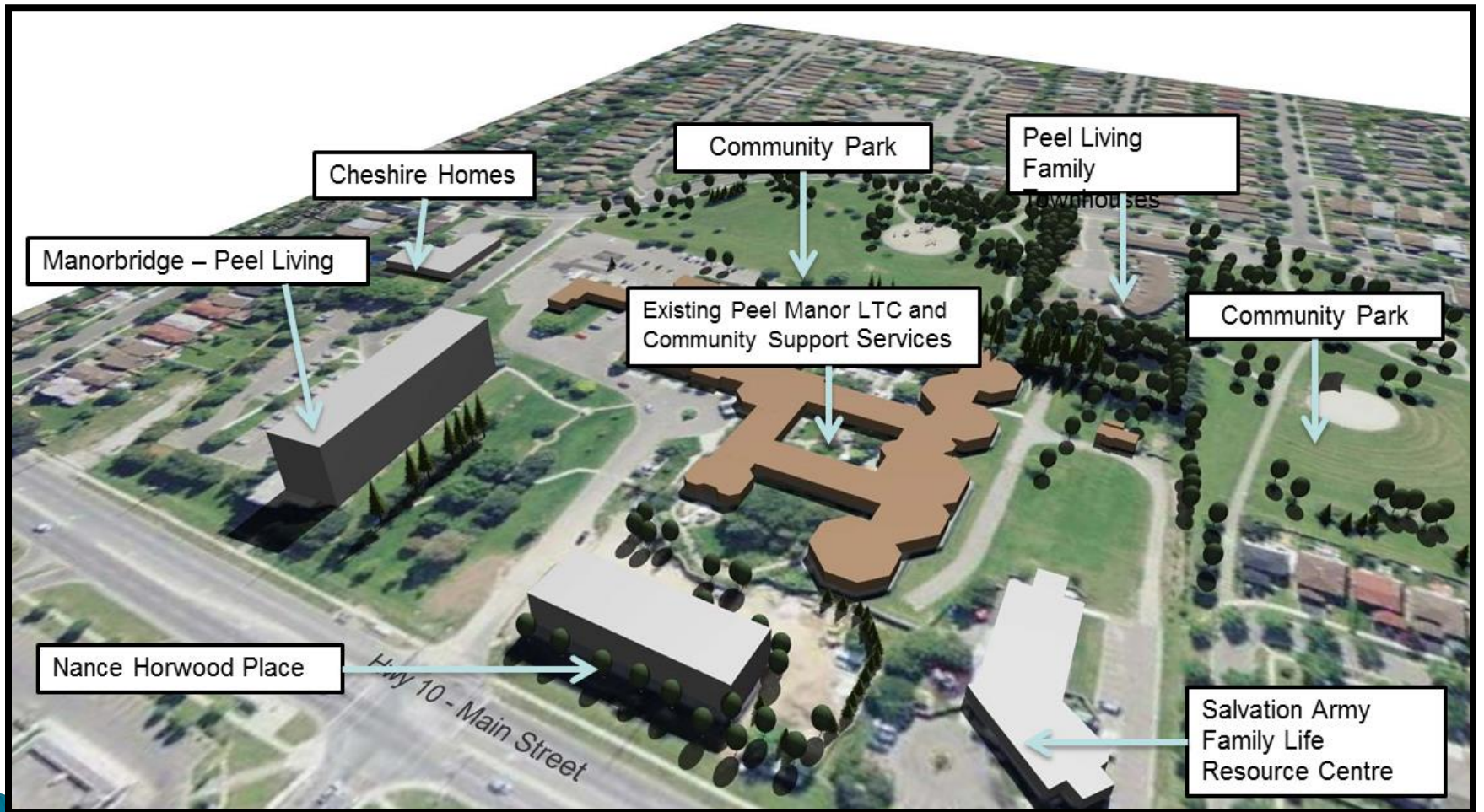
Building Consensus through Value Focus to Benefit Seniors

By: Scot McClintock, Faithful+Gould
Tammy Dow, AECOM

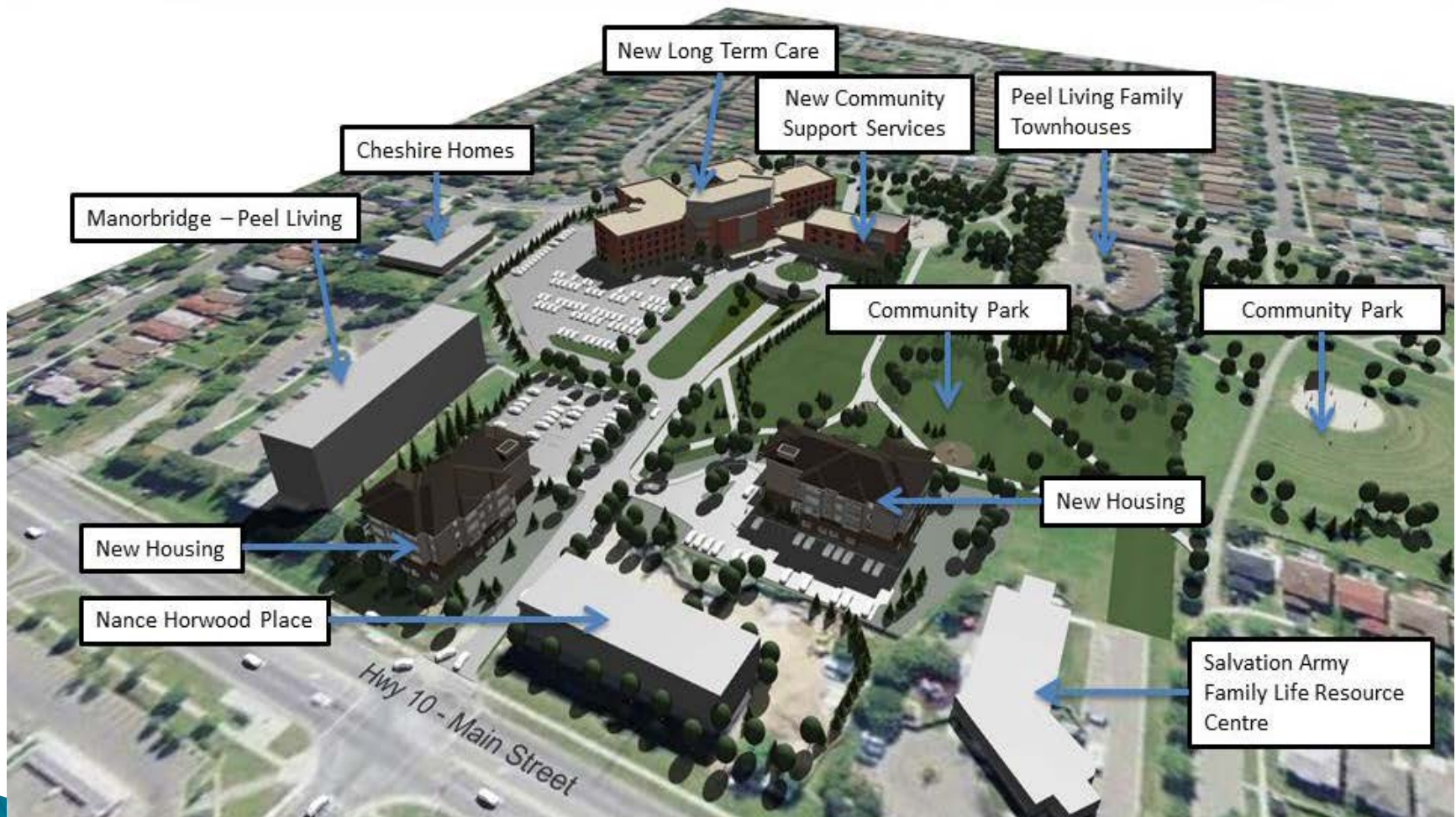
Presentation Outline

- ▶ Project Description
 - ▶ Objectives of Value Focus
 - ▶ Workshop Logistics
 - ▶ Pre-Workshop Activities
 - ▶ What is the Project?
 - ▶ How Do We Deliver the Project?
 - ▶ Implementation Action/Next Steps
 - ▶ Lessons Learned
- 

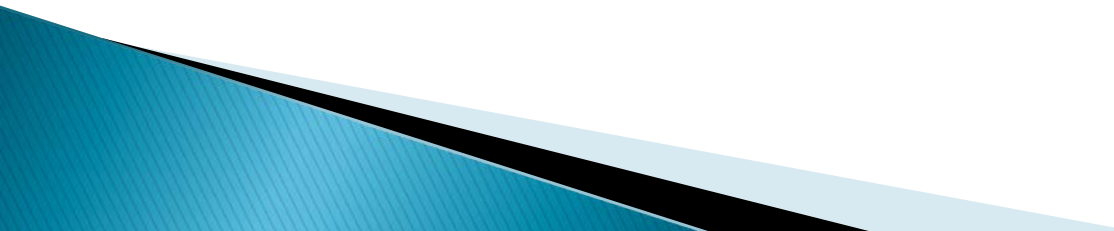
Project Description



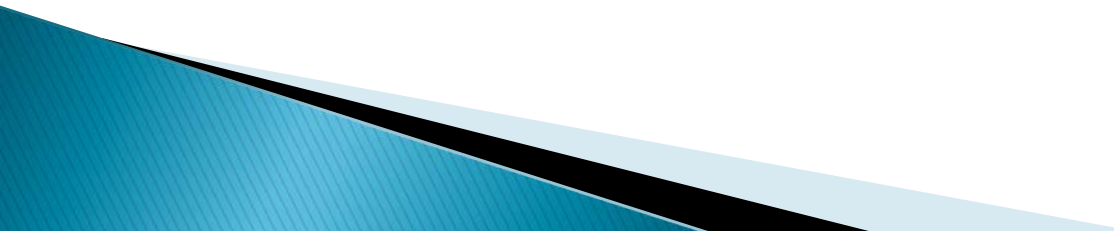
The Vision for the Future



Objectives of the Value Focus Workshop

- Bring together the various Region of Peel personnel required to define and deliver the Peel Manor Seniors Service Hub and LTC project
 - Promote understanding between those responsible for every day care of seniors and those responsible for funding and moving the project forward
 - Provide a consensus based project focus to move the project forward
- 

Workshop Logistics

- ▶ 2-day workshop
 - ▶ 26 Region of Peel Staff for various departments who are responsible for the delivery of the project
 - ▶ 4 Consultants
 - ▶ Location of workshop
 - Facilities within the existing long-term care facilities site
- 

Pre-Workshop Activities

- ▶ Numerous teleconference/meetings to determine the goals and objectives of the Value Focus Workshop
- ▶ Review of available information
- ▶ Preparation of the Draft FAST diagram
- ▶ Finalization of Team (over 32 VE Team Members)
 - Director at Region of Peel changed during Pre-Workshop and Workshop
- ▶ Location provided by the Region of Peel

First Day of Workshop

What is the project?

▶ Information Phase

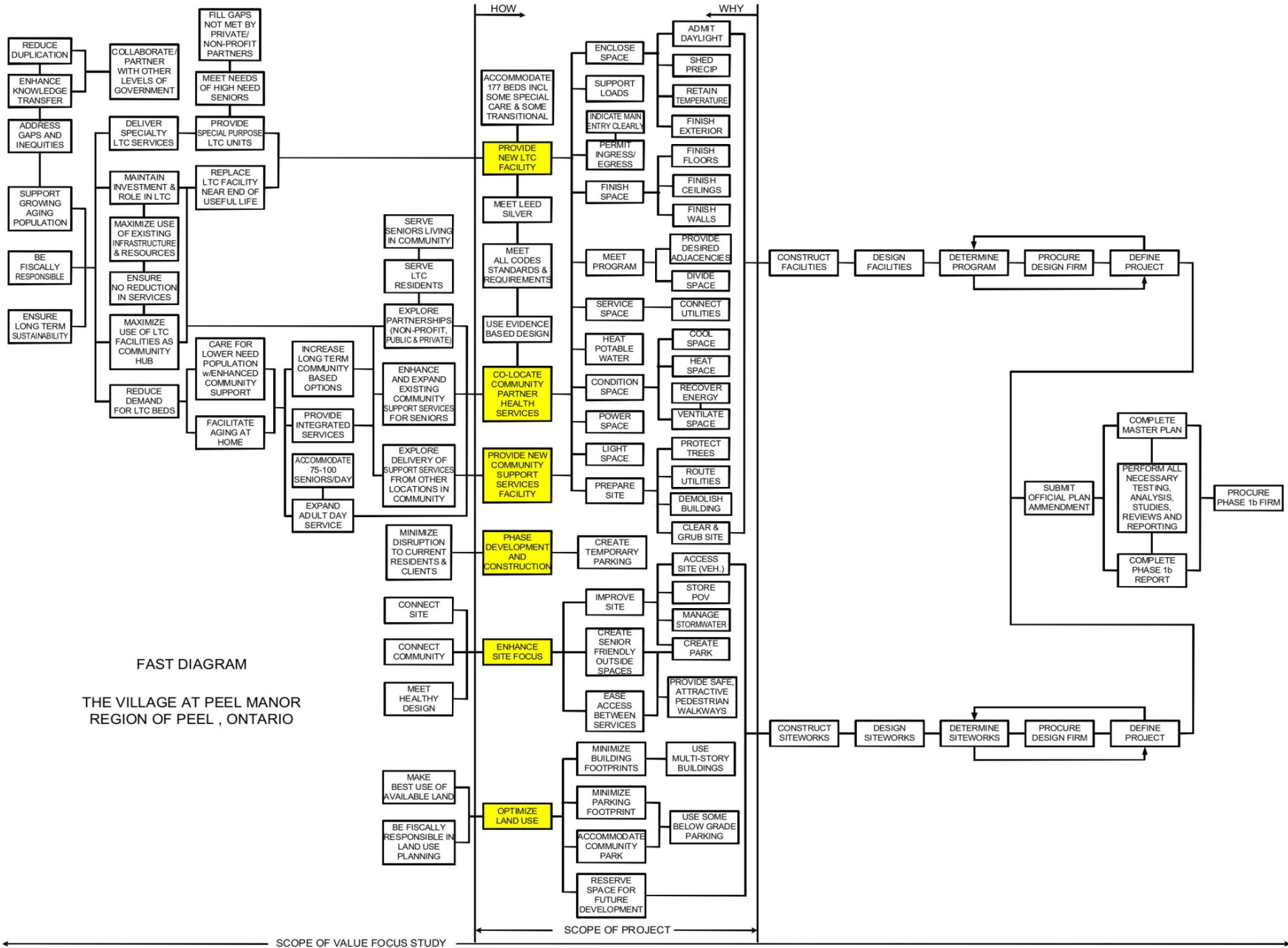
- The base case presentation of the **Seniors Health and Wellness Project** led to knowledge that various staff involved in project delivery did not fully understand and/or agree with the naming of the project phases and therefore did not know the status of project and who was responsible for what
- Review of previously developed materials and much discussion helped identify the current project status including the remaining issues, risks, and needs.
- The discussion was critical so everyone understood the project schedule, risks and issues

What is the project?

(What must the project do?)

▶ Function Analysis Phase

- Draft FAST Diagram developed pre-workshop was discussed in live session with all VF Team members
- Minor adjustments were made based on comments received and the revised FAST Diagram was presented on Day 2 of the workshop
- Beneficial to the VF Team because:
 - Forced participants to think in terms of functions (103) prior to entering further discussions on the project
 - Led to a more complete understanding of all that had to be considered to get to the current point in the project life



First Day of Workshop

What is the project?

- ▶ Discussion of the Master Plan
 - Whether or not a master plan was required
 - Ways to build “The Hub”
 - Studies that needed to be completed
 - Overall schedule once designer was retained
- ▶ To close out Day One, the VF Team entered the **Creative Phase** to brainstorm the two key questions presented in the following two tables

First Day of Workshop

What is the project?

What information must be determined to allow (Design Team) RFP development?		
No.	Description	VE Team Response
1.	Land uses for the site need to be confirmed	Action Plan
2.	What are the additional amenities to be provided on site (i.e. dentist office, doctor offices, hair dresser, etc.) and their space requirements?	With No. 1
3.	What information is required in order to obtain zoning from the City?	With No. 1
4.	What are the adjacencies required within the facilities?	TBO by DF*
5.	What technologies must be accommodated in the LTC, ADP, and the Hub?	Action Plan
6.	What must be done to finalize the land swap with the City?	Action Plan
7.	When is the archaeological assessment required?	TBO by DF*
8.	What are the limits of the site to be provided in the RFP?	Action Plan
9.	Can a memorandum of understanding be developed with the City?	Action Plan
10.	Should RFP be phased to undertake environmental assessments prior to design?	Action Plan
11.	A geotechnical study must be completed ASAP	With No. 11
12.	What work can be completed in parallel?	Action Plan
13.	Independent cost consultant in order to keep the construction of the Hub within a reasonable budget	Action Plan

First Day of Workshop

What is the project?

What does the LTC need to include?		
No.	Description	VE Team Response
14.	Within 3 months of the project start, sit down with the design firm and confirm the number and type of beds to be provided	TBO by DF*
15.	Research of "Best Practices" to be recommended as part of the RFP	Action Plan
16.	Want proven experience demonstrated by the design firm in developing a Hub	Action Plan
17.	Provide 196 beds (7*28)	TBO by DF*
18.	Provide 200 beds – This number to be used for the RFP	Action Plan
19.	Need to consider the functionality required with respect to location in the buildings based on lessons learned	Action Plan
20.	Minimize details in Design RFP to location, number of beds, hub and work with selected design team to determine what is required	Action Plan
21.	No. 20 but with more details	With No. 21
22.	Need site development expert to assist with the connections on the site (both within and outside of the building)	Action Plan
23.	Provide planning process requirements and deadlines required to meet construction completion schedule	Action Plan

Second Day of Workshop

How do we deliver the project?

► Renaming of Phases

Old Name	New Name	Parallel Phase
Phase 1	Phase 1a: Prefeasibility Phase Phase 1b: Feasibility/Master Plan	
Phase 2	Owner's Soft Programming (i.e. Completion of all Program Planning)	To be undertaken in parallel with Phase 2
Phase 3	Functional Program/Detail Design Documentation/Tender	To be undertaken in parallel with Phases 2 and 5
Phase 4	Construction/Commissioning	To be undertaken in parallel with Phase 5
Phase 5	Soft Programming Implementation (i.e. Implementation of New Service Models)	To be undertaken in parallel with Phases 6 & 7
Phase 6	Decommissioning/Demo Park	To be undertaken in parallel with Phases 5 & 7
Phase 7	Future Housing Services	To be undertaken in parallel with Phases 5 & 6

Second Day of Workshop

How do we deliver the project?

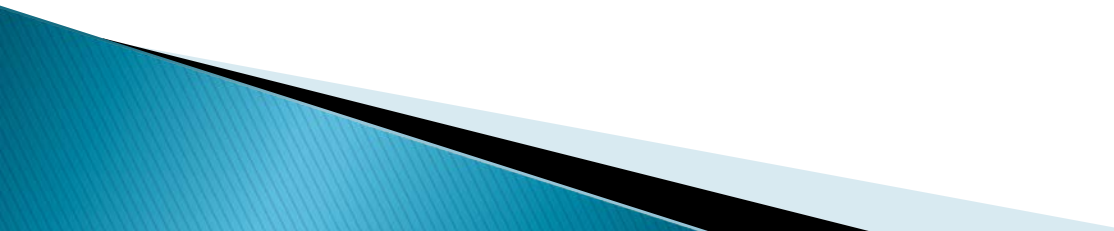
- ▶ Renaming the phases and determining the phases that could be undertaken in parallel was a **key breakthrough** in providing VF Team consensus and understanding of:
 - The current status of the project and
 - What can be completed in parallel to keep the project moving forward.

Second Day of Workshop

How do we deliver the project?

- ▶ At the start of Day Two, the VF Team continued the Creative Phase by brainstorming the action items that were required to move the project forward
- ▶ Phased Requests for Proposals
 - Concept of Phased RFPs that had been brought forward and tabled prior to the VF workshops
 - The VF Team embraced this concept as the best way forward for the project
 - Brainstormed what needed to be included, the vision and timelines of Phase 1b: Feasibility/Master Plan
 - Discussed what was also to be included in Phase 3: Functional Program/Detail Design Documentation/Tender

Implementation Action/Next Steps

- ▶ While much work has been done to develop a conceptual plan and vision for the project, much more work remains to make the project a reality
 - ▶ The VF Team discussed “How do we deliver the project?”
 - ▶ In addition to knowing what actions must be taken, it is important to know who is responsible for each action.
- 

Implementation Action/Next Steps

- ▶ Responsibility, Accountability, Consulted and Informed (RACI) matrix was developed Post-Workshop
- ▶ The RACI Matrix was presented and further refined at a 0.5-day workshop
 - The VF Team discussed and completed the RACI matrix as well as confirmed what is to be included in the Phase 1b and Phase 3 RFPs

RACI						Region of Peel	To be Included in RFP	
Project Task \ Role	RE	RPAM	SSD	OIG	City		Planning Consultant Phase 1b	Design Consultant Phase 3
Conceptual Site Plan (Phase 1b)	I	AR	C	C	C		X	
Determine land size needed from Concept Plan (Phase 1b)	I	AR	C	C	C		X	
Feasibility Report, Budget and Time Estimate	I	AR	C	C	C		X	
Writing Phase 1b RFP	I	AR	C	C				
Content for Program requirements		C	AR	C				
Writing Phase 3 RFP	I	AR	C	C				
LAND ACQUISITION								
Draft Reference Plan (land survey)	R	A	C	C	C		X	
Identify Easements, Title Review and Restrictions	R	A	I	C	C		X	
U/G Service Plan (circulation to internal/external utilities)	R	A	I	I	I		X	
Topographic survey	C	AR	I	I	I	X		
Permission to Enter	R	AR	I	I	C	X		
Hydrogeological Report	C	AR	I	I	I	X		
Geotechnical Report	C	AR	I	I	I	X		
Environmental Site Assessment (ESA) Phase 1	C	AR	I	I	I	X		
Designated Substances Survey	C	AR	C	C	I	X		
Draft Legal Agreement with City of Brampton (COB)	R	A	I		C	X		
Council Approval for Land Exchange/Surplus Declaration	R	A	C	C	C	X		
Execute Land Exchange and Close Transactions	R	A	I	I	C	X		

Lessons Learned

- ▶ Location logistics are extremely important
 - ▶ Ensure that all stakeholders are involved in the Pre-Workshop Activities
 - ▶ Ensure that the CVS is informed of staff changes before the workshop
 - ▶ A sense of understanding, trust and teamwork built throughout the workshop thanks to the VF process
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