

Request for Proposal

RFP 2019 – 001(CTO)

Clarifications, Questions and Answers

For

CWRE Asset Management Practice

February 7, 2018

IMPORTANT NOTICE:

Pease be advised that the Submission Date of RFP 2019-001(CTO) is extended to February 26, 2019 by 12:00 pm EST.

RESPONSE TO QUESTIONS ON RFP 2019-001(CTO)

Please find below some additional clarifications from CreateTO to the questions received from RFP proponents.

Response to RFP Questions																						
	Question	Answer																				
1	Now that we have had a chance to review, we would like to ask for an extension until February 22, 2019. We're excited about this opportunity and want to make sure that we have adequate time to submit. Please advise accordingly.	<p>The Proposal Submission Deadline has been extended to Tuesday February 26th, 2019 by 12:00pm EST. The section 3.2 Project Schedule has been revised accordingly.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>RFP Issue Date</td> <td>28-Jan-19</td> </tr> <tr> <td>Deadline for Proponent Questions</td> <td>5-Feb-19</td> </tr> <tr> <td>RFP Close Date – Proposal Submission Deadline</td> <td>26-Feb-19</td> </tr> <tr> <td>Evaluation of Proposals and Interviews</td> <td>7-Mar-19</td> </tr> <tr> <td>RFP Awarded</td> <td>12-Mar-19</td> </tr> <tr> <td>Contract Start Date</td> <td>15-Mar-19</td> </tr> <tr> <td>Purchase Order Issued</td> <td>15-Mar-19</td> </tr> <tr> <td>Interim Report Due</td> <td>14-Jun-19</td> </tr> <tr> <td>Completion of the Project, including submission of the final report*</td> <td>16-Aug-19</td> </tr> </tbody> </table>	Milestone	Date	RFP Issue Date	28-Jan-19	Deadline for Proponent Questions	5-Feb-19	RFP Close Date – Proposal Submission Deadline	26-Feb-19	Evaluation of Proposals and Interviews	7-Mar-19	RFP Awarded	12-Mar-19	Contract Start Date	15-Mar-19	Purchase Order Issued	15-Mar-19	Interim Report Due	14-Jun-19	Completion of the Project, including submission of the final report*	16-Aug-19
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2	We downloaded RFP 2019-001 and reviewed it. We are a Geographic Information System (GIS) technology and services company that currently do business with the City. Since the RFP is not specifically a technology focused	Per the procurement policy and to protect the respondents, we cannot share the list.																				

	request we would like to know if there is a list of companies that have downloaded this document that can be shared so that the selected vendor can understand how to leverage the City's existing investment in our technology.	
3	Will CreateTO provide a contract agreement expected to be signed by the successful bidder? If so, will it be issued prior to the deadline for us to review?	The contract template has been attached as Appendix B in the RFP document. Please refer to Appendix B.
4	<p>– Section 3.1:</p> <p>The RFP notes that CreateTO is submitting a real estate portfolio strategy for approval to City Council in 2019. Can you confirm the expected timing of CreateTO's submission to City Council?</p>	CreateTO is targeting the May 14-15 Council meeting.
5	<p>– Section 3.1:</p> <p>Would it be possible to provide a listing of the existing systems utilized by CreateTO, divisions, agencies, corporations and other relevant stakeholders involved with real estate asset management?</p>	<p>The City of Toronto uses SAP as its enterprise-wide software system. For real estate operations and functions a suite of tools are leveraged.</p> <p>The following is a sample and not an exhaustive list of what is currently being used:</p> <ul style="list-style-type: none"> · SAP for real estate building and financial data · To varying degrees: Yardi; MRI; and IWMS · Mix of work order management systems · Mix of financial / management reporting systems · Significant data sits in Excel / various file folders

6	<p>– Section 3.3.1:</p> <p>Would it be possible to provide further context on the current state of the City’s Integrated Asset Planning & Management project to develop a Corporate Asset Management Policy and Asset Management Plan for all infrastructure?</p>	<p>On January 1, 2018, Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure came into effect for all municipalities in Ontario. The regulation sets out requirements for municipal asset management planning to improve asset management practices, and inform infrastructure planning and investment decisions. The regulation provides a degree of consistency to municipal asset management plans, while also maintaining appropriate flexibility. The end goal is for municipalities, the province, and the federal government to leverage asset management planning to optimize infrastructure investment decisions.</p> <p>The City of Toronto is in the early stages of this work. It will be a corporate-wide initiative with a multi-year timeline that will include policies, procedures and standards to asset management planning across all asset types.</p> <p>For the City, value is created by delivering services at an appropriate cost while managing long-term risks. This requires coordination across all service areas, and an integrated and long-term approach.</p> <p>A corporate asset management policy will:</p> <ul style="list-style-type: none">• Formalize the City’s commitment to asset management planning.• Support a consistent, transparent approach to decision-making across all asset classes and services• Define who is accountable for decision about infrastructure and services, roles and responsibilities• Outline the principles, standards and guidelines that will inform decisions• Ensure the best possible decisions regarding our assets by providing evidence-based information for budgets and long term financial forecasts.
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		<p>Presently, the IAPM project team is preparing an RFP to engage a Consultant who will conduct a broader assessment of the City's asset management practices.</p>
<p>7</p>	<p>Please clarify what level of detail (e.g. level 1, level 2, level 3, level 4) is required for the process mapping of the current state and future state real estate asset management functions, respectively. [Ref: p. 9-10 of RFP]</p>	<p>The level of detail will vary depending on a process-by-process basis but the Consultant should allow for, at minimum, a Level 2 detail map. Specific business processes will present greater opportunities to streamline than others and, as such, will require a deeper analysis (i.e. Level 3). Level 4 maps will not be required within this scope of work.</p> <p>The Project Team (i.e. project staff from CreateTO, the City, and the Consultant's team) will identify all business processes required to map and, based on consultations and analysis, the level of detail required for each process.</p> <p>In addition, asset management information is currently organized in a segregated fashion, with key information either missing (i.e. not collected) or dispersed (i.e. different systems). The diagnostic exercise will identify how information is currently managed at the City (i.e. how is information sourced/created, where it is stored, how is it managed/maintained) and recommend a plan for organizing information to drive efficient asset management decisions.</p> <p>Areas of assessment that are critical to a Physical Asset Owners Business Model include, but not limited to, the following:</p> <ol style="list-style-type: none"> 1. Asset Inventory Management (e.g., building occupants, current uses, land use, zoning, asset type, floor plans, building sizes, etc.) 2. Building Performance and Condition (e.g., building condition assessments, FCI) 3. Investment Planning, Demand Planning and Decision Making (e.g., operating costs, capital expenditure) 4. Lifecycle Management (e.g., lifecycle plans)

		CreateTO would also like to clarify Operational review includes identifying the business areas that are currently involved in activities related to asset management inputs. The review should include a diagnostic of how a business units sources/receives key information, where the information is directed and how the information is used to inform asset profiles.
8	Can we receive an extension?	The Proposal Submission Deadline has been extended to Tuesday February 26th, 2019 by 12:00pm EST. The section 3.2 Project Schedule has been revised accordingly.
9	Page 14, please confirm if the interim report date of March 31, 2019, is correct?	The interim report due date has been revised to June 14th, 2019.
10	Please confirm if the fee proposal and technical proposal should be included in a single envelope/document.	Yes, the fee proposal and technical proposal should be included in a single envelope/document.
11	Please verify the number of project references you require for evaluation? And should we include client contact information?	<p>There is no requirement on the specific number of project references required for evaluation. However, proponents are to identify relevant projects that align with the scale and scope being requested within this RFP.</p> <p>Proponents are strongly encouraged to include client contact information for all project references.</p>