

EllisDon Keeps the Dream Alive



Construction
Consulting



Logistics, a non-traditional hospital and four tiers of ownership create a unique set of challenges

Sioux Lookout is a remote community set in the boreal forest of Northern Ontario. This community dreamed of building a hospital that would accommodate their approach to health and wellness while providing state of the art health services to the town and twenty-nine First Nations communities north of Sioux Lookout.

But the project seemed destined to remain a dream because of the challenges. The first challenge was developing an operational plan that would satisfy the requirements of each of the four tiers of ownership including First Nations plus Municipal, Provincial, and Federal

governments. Each of these owners has different rules and expectations for procurement methods for a hospital. The type of building the First Nations dreamed of building was based on a non-traditional building design and a model of health and wellness within an integrated health delivery system that doesn't conform to the typical Ministry requirements. This is different from the Provincial and Federal government's normal hospital funding models. The second challenge was the geographical location where there may not be the expertise available to build such a building or to get competitive lump sum bids on the project using the standard required government tendering process. The third challenge was the financial hurdle of the size of the project. The needs of the First Nations outstripped the funding resources that were available.

There is always more than one way to build a hospital

To keep the dream of building a non-traditional state of the art hospital alive, a non traditional delivery method was needed. The best solution was to first bring an experienced Project Manager to Sioux Lookout that understood both working with the First Nations as well as working with the Ministry personnel in Toronto. He would be expected to work closely with the existing staff and all of the First Nations Communities to develop a



Rendering of the Meno Ya Win Health Centre

Functional Program that would be acceptable to the Ministry of Health and Long Term Care but would meet the vast array of services that are required by these diverse communities. This

process included engaging a team of consultants that understood the importance of listening to the needs of the communities and developing a solution that could meet those needs. Through this planning process EllisDon worked with the Hospital Board and all of the signatories to the four party agreement to ensure that everybody was always working together to keep the project moving in the right direction, towards a new 21st century health care facility that would meet the special needs and expectations of the First Nations population.

To address the challenge of how to attract contractors to build a complex modern Health Care Centre in Sioux Lookout during a nationwide construction boom where all of the qualified contractors clearly had better alternatives available to them; while at the same time understanding the Ministry's expectation that



construction would not commence unless there was a fixed lump sum price in place, EllisDon proposed a risky hybrid tendering strategy that could have cut us off from any further involvement. EllisDon resigned from our role as Project Managers so that we could compete on the open market for the opportunity to become the Construction Manager that would lead the hospital through to its eventual occupancy in 2010. Fortunately EllisDon was successful with our comprehensive Construction Management Proposal against two other bidders.



Rendering of the entrance to the Meno Ya Win Health Centre

In order to address the challenge of finding resources, EllisDon facilitated an open and competitive tendering process for all of the subtrades. The provincial government required a fully public tendering process, but in this northern location there weren't enough bidders available with the required level of expertise to bid on a project of this size and complexity. EllisDon took a very proactive approach to try and attract subcontractors from various parts of the country in order to ensure that we receive enough competitive bids from the marketplace. Wherever possible, EllisDon's tendering program encouraged the inclusion of the First Nation people and other local residents with the aim to help expand the construction expertise of the workforce currently available in the region.

In order to ensure fairness of the bidding process, all the people were in the room making sure the various packages were fairly tendered and competitive. In the end, with the help of EllisDon's expertise, there was a complete package for a hospital and a fixed lump sum price was settled upon, which satisfied the Ministry and has enabled the construction to begin.

A lot of good things can happen

In this case EllisDon gave a small community the best of several delivery models. They wrapped the delivery method around the complex needs of the client. EllisDon was flexible and looked beyond the traditional procurement models because not one of them fit the needs of this client and what was needed to build in this northern location. The client received the best of four procurement models that were bundled together into a single process end on end.

The result? They received the best value, met every one of their government requirements, and benefited from well over 200 construction jobs that were brought to the community.

The Specifics

Building Specifications

140,000 square feet, 60 in-patient beds
The new hospital and health centre will unite all key services on a single site with a single point of entry.

Location

Sioux Lookout, Ontario Canada

Client

Sioux Lookout Meno-Ya-Win Health Centre

Project Team

EllisDon
Stantec Murphy Hilgers in partnership with Neegan Burnside

EllisDon Construction Consulting
89 Queensway Ave, Ste 800
Mississauga, Ontario

www.ellisdon_consulting.com
866-998-1387

**Construction
Consulting**

