



Friday, November 27, 2020

Good afternoon City Councillors,

I would like to thank you for allowing the Lloydminster Construction Association (LCA) to provide information regarding an industry viewpoint on City of Lloydminster's (COL) Fire Hall Construction Manager – Contractors Services Tender. It is in the LCA's mandate to take whatever steps are necessary to safeguard the interests of persons engaged in the building construction and allied trades. In these times of COVID and the Lloydminster area being hit hard economically, the LCA feels it is essential to speak up for our local Members. There will not be many construction opportunities like the Fire Hall project in Lloydminster's near future, and it is very important to our local economy, that this project has every opportunity to be awarded locally.

I think we can all agree that bidding from out of town generals and contractors is a necessity. Some projects will be out of our local's scope or be of a magnitude that require a larger firms' experience to complete. Our Lloydminster contractors also bid out of town work, since there are not enough local projects to keep our businesses afloat. But they bid with the understanding that we most likely will not be the best option (ie. hotel costs, travel, meal allowances, etc.). But if they have the experience required to do the job and price ourselves aggressively, Lloydminster contractors/subtrades have a shot at winning the bid.

However, this was not the case for this RFP. Since price was only 35% of the evaluation, most of the evaluation focused on specific past project experience. Now is there a difference between a Fire Hall steel framed building and any other steel frame buildings that our local contractors build multiples of every year? No, there isn't. But therein lies what our focus should be. The City has produced an RFP that does not allow for locals to compete with the bigger construction firms (i.e. Chandos, Ledcor, PCL, etc.) on a 6.5 million dollar build for which they have significant experience managing. This was not an 80 million dollar water treatment plant build, therefore it should not have been issued for tender as if it were.

As mentioned in our first email, the LCA is seeing a disconnect with the tender documents provided in this City's Fire Hall project. This would be attributed to the range of bids received from the 16 General Contractors from the low bid of \$161,820.00 and high bid of \$667,500.00. As per tender documents these items were to be included in the bids submitted. Our last correspondence provided a local interpretation of these said documents, and included pricing for the following items. (as per page 7 of the RPF COL Tender document attached)

Management Contract (CCDC-5B with supplementary conditions), including those identified in the contract documents.

Pre-Construction Services include, but are not limited to, the following:

§ Cost Overview; Co-operate with Owner's Consultant Team and provide a CM estimate in Unifomat for

SD/DD and Pre-Tender;

§ Construction document review; Pre-Construction Services to include; Constructability consultation;

Alternative methods; building systems for consideration by the City of Lloydminster and Consulting Team.

- § Drawing coordination assistance including Design Assist with Trade Partners, third party services, Utility providers
- § Construction Schedules; Master Project and Detailed Components, including time for design and reviews - Pull Planning may be requested as part of a collaborative approach.
- § Phasing and Sequencing of Work; Work Breakdown Structure;
- § Construction Access and Circulation Plan; Parking Lot Construction Coordination
- § Procurement Strategies, Tender Package Development;
- § Market Assessment and Advice; Labour Availability & Material Cost Trends; and,
- § Develop and manage a “COVID-19 Response Plan” in accordance with the applicable Saskatchewan Health Authority (SHA) guidelines.

Construction and Post Construction Management Services include, but are not limited to, the following:

- § Provision of a project manager / managers;
- § Provision of a site supervisor / supervisors;
- § Provision of Estimating Services;
- § Provision of general labour as may be required for site work (clean-up, security, etc.);
- § Delivery of sequential sub-trade tendering in a fast-track construction delivery method;
- o Note that all work is to be tendered (i.e., concrete and formwork must be tendered) but the Construction Manager must be able to provide labourers if needed as fill-in.
- § Provision of Construction Management services;
- § Provision of site administration needs (i.e., trailer, construction waste removal, etc.);
- § Coordinate the mobilization of the worksite and material laydown space;
- § Assume the role of “Prime Contractor” and administer the Safety Program in conjunction with Occupational Health and Safety Requirements. The Safety Program must also meet necessary COVID-19 requirements;
- § Maintain as-built information, image logs, and schedule on site;
- § Act as an independent contractor engaging sub-trades by way of sub-contract agreements on the Construction Management Firm’s own account and managing all aspects of those accounts;
- § Develop an as-built report, and issue log of all constructed assets; and.
- § Provide all close-out documentation including, but not limited to digital / hard copies of Operations and Maintenance Manuals;

(in the Construction Management Or Stipulated Price Contract)

Construction Manager’s Own Forces under the Construction Management or Stipulated Price Contract:

Provide description of all work to be carried out by own forces. The Construction Management firm may be involved in any actual construction scopes, but must provide the following:

- § Provision of hoarding;
- § Site clean-up;

- § Provision of temporary project offices, storage facilities and cover;
 - § Provision of temporary heat;
 - § Provision of temporary services including telephone, water and power to the site;
 - § Provision of temporary toilet facilities;
 - § Hoisting; and,
 - § Provision of miscellaneous items for which a trade contract bid is not usually called, including casual carpentry and blocking for other trades.
- Unit rates, Labour rates and material mark-ups of trades.
Fixed costs for Overhead and General Conditions items for the trade Work.

One of the questions asked by Council during the GPC meeting was regarding the site supervisor position which administration answered during the GPC meeting “that the position was not included and would be a reimbursable expense” . As per spec, a number of positions are to be included in the Bid pricing and not an add on – Project Manager, Site Supervisor and Estimating Service for this estimated 11 month project. We are asking Council to question what other items may have been left out of the bid submitted? If Council decides to adopt City admin’s recommendations, costs on this project should be looked at carefully, with the subtrade bids being sealed and reviewed by City admin/Construction Manager as per City Management acknowledgement during the GPC meeting of November 23, 2020

Please take all comments into consideration before making a final decision on this project, as it will effect our local economy, as companies outside our city, have limited vested interest and our local tax dollars will benefit other communities. Moving forward, we need to focus on future projects, and how we can effect positive change for upcoming tenders. An ongoing conversation between industry and the City of Lloydminster is the best way to accomplish this task.

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