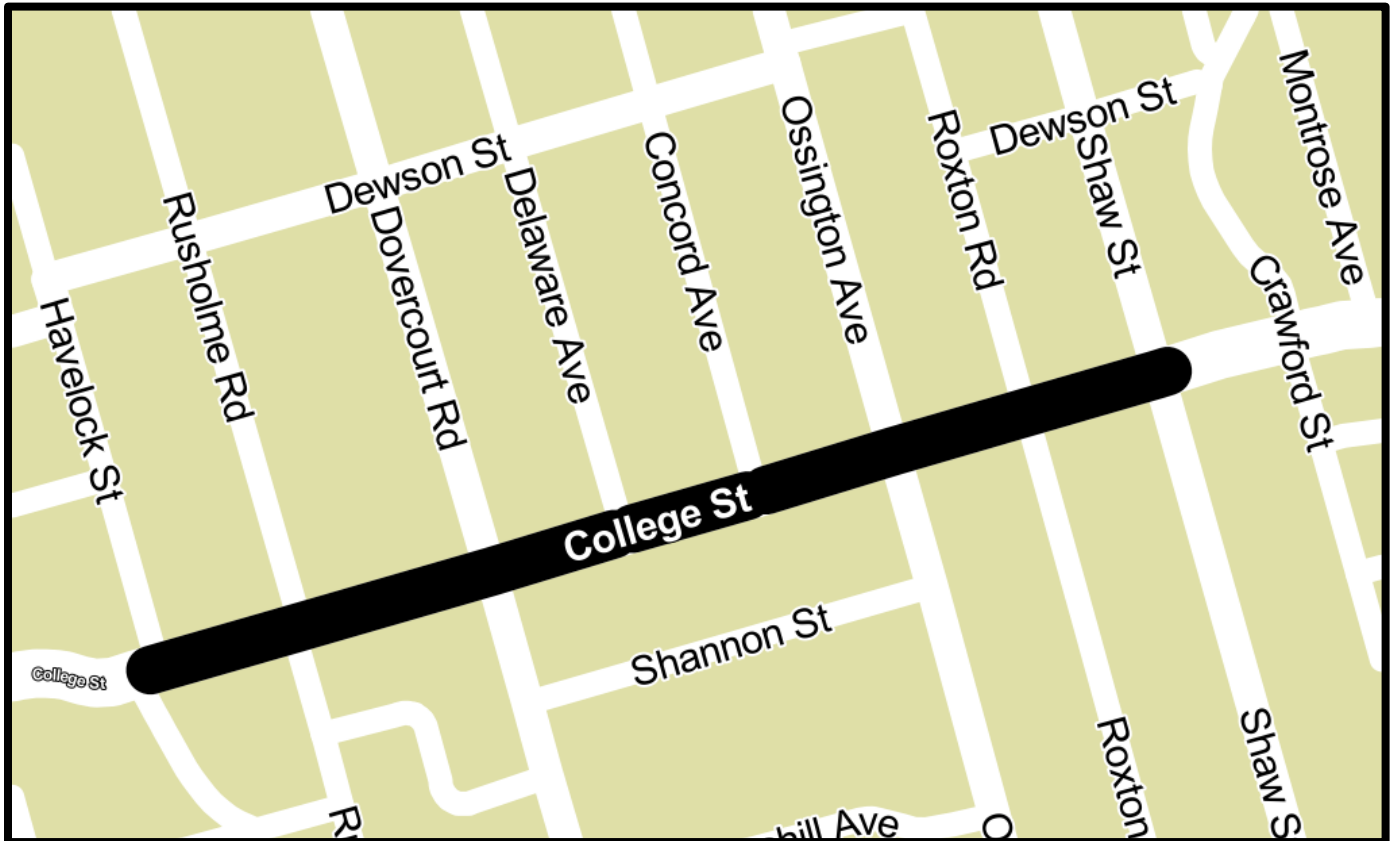


Attachment 1 - Limits for Contract 16ECS-TI-11SP, showing the work zone on College Street, from Havelock Street in the west to Shaw Street in the east.



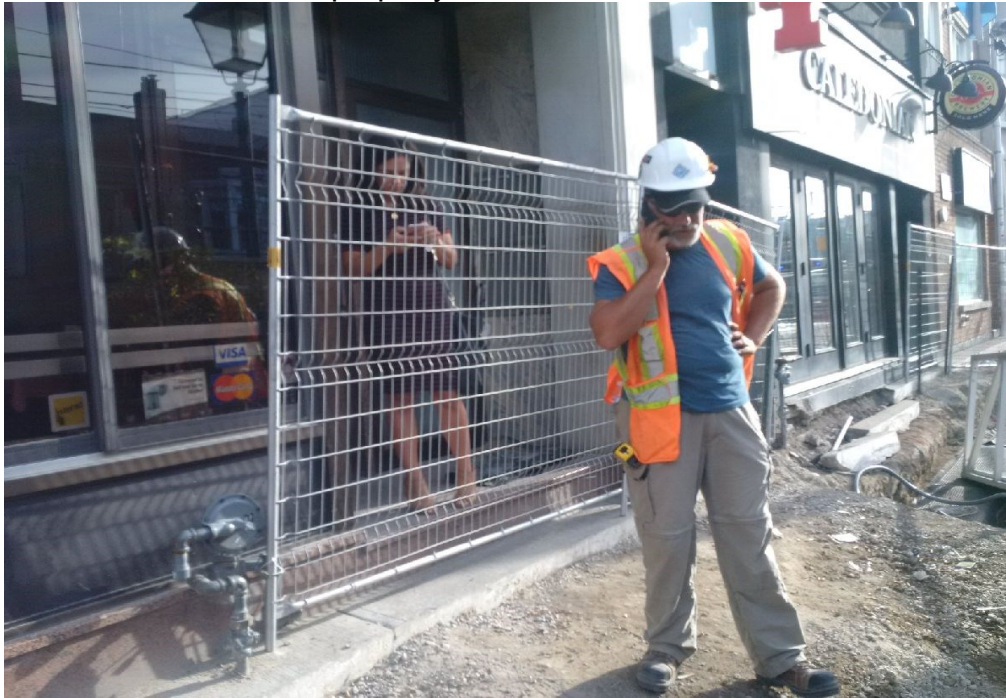
Attachment 2. Photo showing a pedestrian entering the work zone on the College Street project (Contract 16ECS-TI-11SP) without proper protection in violation of the Occupational Health and Safety Act and demonstrating Four Seasons' disregard for public safety.



Attachment 3. Photo showing pedestrians walking without adequate protection within the work zone for the College Street project (Contract 16ECS-TI-11SP), demonstrating Four Seasons' disregard for public safety.



Attachment 4. Two photos showing how Four Seasons restricted access to business and resident premises by installing six foot high metal fencing along the perimeter of the work zone on the College Street project (Contract 16ECS-TI-11SP), right in front of business and residential doorways, effectively blocking individuals from leaving the business or residential property.



Attachment 5. Letter to Four Seasons Terminating Contract 16ECS-TI-11SP



Frank Clarizio, P.Eng.
Director, Design &
Construction
Transportation Infrastructure

Engineering & Construction Services

Metro Hall
55 John Street
16th Floor
Toronto, Ontario M5V 3C6

Reply to: Shahid Virk, P.Eng.
Tel: 416-338-5542
Fax: 416-392-5418
Email: svirk@toronto.ca
www.toronto.ca

October 5, 2016

SENT BY EMAIL AND COURIER

Four Seasons Site Development Inc.
42 Wentworth Court, Unit 1
Brampton, Ontario
L6T 5K6

Attention: Rohit Bansal

**Re: Contract No. 16ECS-TI-11SP - Sidewalk Construction, Streetscape Improvements,
Tree trenches and construction of Parkettes on College Street and side Streets
between Shaw Street and Havelock Street (the "Contract")**

NOTICE OF TERMINATION

Dear Mr. Bansal:

This letter is in response to your letter dated September 30, 2016 and further to our letter dated September 28, 2016, with respect to the above-noted Contract.

The Contract requires Four Seasons to "execute and perform the whole of of the Work" and "carry out, perform, observe, fulfill, keep and abide by all the covenants, agreements, stipulations, provisos, terms and conditions mentioned and contained in the Contract Documents

Four Seasons has failed to correct the default(s) noted in our September 28, 2016 letter. In response, the City is exercising its right under GC 4.08.01(b) to terminate Four Seasons' right to continue the remaining Contract work, effective immediately. Four Seasons is therefore required to remove all equipment and materials from the site and vacate the project working area without delay.

In accordance with the General Conditions of Contract, the City will be withholding further payments to Four Seasons with respect to the withdrawn work (GC 4.08.02(c)) and setting off from those funds any additional cost required to complete the remaining work (GC 4.08.02(d) / GC 8.02.03.08). If the cost to complete the work is less than the amount withheld, the balance will be paid to Four Seasons in accordance with GC 4.09.01, subject to any other set off in favour of the City. If the cost to complete the work is more than the amount withheld, the City will pursue Four Seasons for the additional cost.

Please note that all of Four Seasons' obligations under the Contract with respect to quality, correction, and warranty of the work performed prior to today's date remain in force.

The City reserves the right to pursue any other rights and remedies available to it, whether under the terms of contract or otherwise at law.




Yours truly,




Frank Clarizio, P.Eng.
Director, Design & Construction
Transportation Infrastructure
Engineering & Construction Services
City of Toronto
416-392-8412

CC: Mohammad Kashani, A/Manager, Streetcar Way & Special Projects
Shahid Virk, Senior Project Manager
Mike Major, Manager, Business Improvement Areas
AVIVA Insurance Company of Canada

Attachment 6. Contractor Performance Evaluations for Four Seasons on Contract 16ECS-TI-11SP

 Contractor Performance Evaluation <small>version 1.2 - Feb 25-15</small>		<input type="checkbox"/> Final <input checked="" type="checkbox"/> Interim # 1 DATE: Sep 14/16							
CONTRACTOR: Four Seasons Site Site Development									
PROJECT NAME: College Street Streetscaping Improvements									
DESCRIPTION: Sidewalk Construction, Streetscape Improvements, on College Street and side Streets									
CONTRACT No.: 16ECS-TI-11SP		START DATE: Jul 04/16							
CONTRACT VALUE: \$3.45 Million		COMPLETION DATE: Nov 04/16							
		Ranking <small>For definitions refer to Backup sheets</small>							
		<table border="1"> <tr> <th>U</th> <th>I</th> <th>ME</th> <th>EE</th> <th>EX</th> <th>N/A</th> </tr> </table>		U	I	ME	EE	EX	N/A
U	I	ME	EE	EX	N/A				
A. SAFETY & COMPLIANCE - Laws & Standards		sub-score: 2.00 Weight: 25%							
1. Did the contractor comply with OHSA requirements?		<input checked="" type="checkbox"/>							
2. Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies?		<input checked="" type="checkbox"/>							
3. Did the contractor take adequate precautions with any hazardous materials and designated substances?		<input checked="" type="checkbox"/>							
B. QUALITY - Compliance with Contract Standards & Specifications		sub-score: 2.00 Weight: 25%							
1. Did the contractor comply with standards and specifications in the contract?		<input checked="" type="checkbox"/>							
2. Was the quality and workmanship in compliance with the contract documents?		<input checked="" type="checkbox"/>							
3. Did the contractor promptly & effectively correct defective work as the project progressed?		<input checked="" type="checkbox"/>							
C. ORGANIZATION - Work Plan and Management		sub-score: 2.38 Weight: 12.5%							
1. Did the contractor submit a satisfactory baseline schedule in compliance with the contract?		<input checked="" type="checkbox"/>							
2. Did the contractor commence the work on time?		<input checked="" type="checkbox"/>							
3. Did the contractor submit schedule updates in accordance with the contract?		<input checked="" type="checkbox"/>							
4. Did the contractor adequately staff and resource the project in compliance with the contract?		<input checked="" type="checkbox"/>							
5. Did the contractor provide adequate & competent site supervision?		<input checked="" type="checkbox"/>							
6. Did the contractor effectively coordinate and manage the work of its subcontractors?		<input checked="" type="checkbox"/>							
7. Did a person with decision-making authority represent the contractor at pay/progress meetings?		<input checked="" type="checkbox"/>							
8. Did the contractor submit timely, relevant requests for information (RFIs) as needed?		<input checked="" type="checkbox"/>							
9. Were shop drawings submitted according to shop drawing schedule and in compliance with the contract?		<input checked="" type="checkbox"/>							
D. EXECUTION - Work Performance		sub-score: 1.90 Weight: 25%							
1. Did the contractor complete the project on time?		<input checked="" type="checkbox"/>							
2. Did the contractor follow the approved schedule and meet milestones?		<input checked="" type="checkbox"/>							
3. Did the contractor provide effective quality control?		<input checked="" type="checkbox"/>							
4. Did the contractor keep the site clean and free of trash and debris in compliance with the contract?		<input checked="" type="checkbox"/>							
5. Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs?		<input checked="" type="checkbox"/>							
6. Did the contractor seek authorization to perform extra or additional work?		<input checked="" type="checkbox"/>							
7. Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge?		<input checked="" type="checkbox"/>							
8. Was the quality and submission timelines of the following items acceptable?									
8.1 Look ahead schedules or work plans		<input checked="" type="checkbox"/>							
8.2 Accurate and complete record documents (as-builts)		<input checked="" type="checkbox"/>							
8.3 Complete operations and maintenance manuals and closeout documents		<input checked="" type="checkbox"/>							
8.4 Secure and/or closed applicable municipal permits		<input checked="" type="checkbox"/>							
8.5 Startup testing and commissioning reports		<input checked="" type="checkbox"/>							
8.6 Training plan and manuals		<input checked="" type="checkbox"/>							
E. ADMINISTRATION - Contractor Performance and Diligence		sub-score: 1.88 Weight: 12.5%							
1. Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders?		<input checked="" type="checkbox"/>							
2. Did the contractor participate in resolving project problems and display initiative to implement solutions?		<input checked="" type="checkbox"/>							
3. Did the contractor demonstrate accountability for problems for which they were responsible?		<input checked="" type="checkbox"/>							
4. Did the contractor submit accurate, complete invoices in a timely manner?		<input checked="" type="checkbox"/>							
5. Did the contractor provide competitive change order pricing?		<input checked="" type="checkbox"/>							
6. Did the contractor accept responsibility for the full scope and extent of the contract?		<input checked="" type="checkbox"/>							
7. Did the contractor coordinate to minimize disruption to the public and City operations?		<input checked="" type="checkbox"/>							
		2.01 Total Score (weighted)							
Name (Print or Type)		Signature							
Project Manager: Shahid Virk									
Manager: Mohammad Kashani									
Director: Frank Clarizio <small>(required for Final only)</small>									
		Date							
		Nov 17/16							
		Nov 17/16							
<small>NOTE: If the contractor disagrees with this evaluation, it is to submit its objections in writing with supporting evidence within five (5) business days to the Division Manager (for Interim Reports) or to the Division Director (for Final Reports)</small>									

 CPE Definitions & Comments/Backup - Four Seasons Site Development version 1.2 - Feb 25-15		Date: Sep 14/16
EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project. EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent. ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues. I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources. U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources. For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.		
A. SAFETY & COMPLIANCE - Laws & Standards		
		COMMENTS/BACKUP
A1	Did the contractor comply with OHSA requirements? EX - Performance in this area can not be Exceptional EE - Strict compliance with OHSA requirements with no exceptions ME - Complies with OHSA requirements with very minor issues that are immediately remedied I - Inconsistent compliance with OHSA requirements; minor contraventions that are corrected; few if any lost time injuries and no critical injuries U - Does not comply with an appropriate safety program; lost time injuries, including but not limited to critical injuries; serious OHSA contraventions and/or convictions N/A - The question is not applicable to this evaluation.	The contractor was issued a compliance order by MCL and there has been report of harassment/yelling at site THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR ranking = I
A2	Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies? EX - Performance in this area can not be Exceptional EE - Fully complies with environmental and (non-OHSA) safety requirements, fair wage, human rights and other laws and policies required by the contract. No problems. ME - Complies with above. Minimal problems, if any. I - Inconsistent compliance with (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract; minor contraventions that are corrected U - Failure to adhere to environmental and (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract; not responsive to directives; requires much additional staff time/resources N/A - The question is not applicable to this evaluation.	Violent behavior has been reported at site including yelling by the site supervisor and poor house keeping no sweeping machine brought to site of work THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR ranking = I
A3	Did the contractor take adequate precautions with any hazardous materials and designated substances? EX - Performance in this area can not be Exceptional EE - Strict compliance with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws ME - Complies with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws; minor contraventions with swift correction I - Inconsistent compliance with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires some additional staff time/resources U - Failure to comply with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires much additional staff time/resources N/A - The question is not applicable to this evaluation.	ranking = N/A
B. QUALITY - Compliance with Contract Standards & Specifications		COMMENTS/BACKUP
B1	Did the contractor comply with standards and specifications in the contract? EX - Strict adherence to contract documents. Approved variations added value. EE - Strict adherence to contracts documents especially standards and specifications ME - Some approved deviations but essentially in compliance with standards and specifications I - Problems with compliance with standards and specifications in the contract, but conflicts are resolved. Requires some additional staff time/resources. U - Work frequently does not adhere to the contract standards and specifications resulting in delays and/or claims. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	The contractor disputes the requirement of TS 3.60, the window wells repairs is not as per the specifications and the contractor is not in compliance with the work hours as per the contract COMPLIANCE WITH CONTRACT STANDARDS & SPECIFICATIONS IS REEVALUATED AND THE RANKING IS REVISED FROM "U" TO "I" ranking = I

 CPE Definitions & Comments/Backup - Four Seasons Site Site Development version 1.2 - Feb 25-15		Date: Sep 14/16
EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project. EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues. I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources. U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources. For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.		
B2	Was the quality and workmanship in compliance with the contract documents? EX - Superior workmanship and quality. Creative, approved substitutions add value. EE - Workmanship is excellent and meets peak requirements of the contract documents. No rework. ME - Minimal problems and defects. The majority of workmanship is good and meets minimum requirements of the contract documents. Some minor rework required. I - The majority of work is satisfactory in compliance with the contract documents with moderate rework. Requires some additional staff time/resources. U - Contractor is made to do several tasks repeatedly due to substandard workmanship and deliverables. Often not in compliance with the contract documents. Extensive rework required. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = I There are issues with the tree pit covers (size etc.) and pavers installation, the quality is not consistent and there are several deficiencies. The installation of the pavers is not satisfactory THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR
B3	Did the contractor promptly & effectively correct defective work as the project progressed? EX - Performance in this area can not be Exceptional EE - Contractor promptly responds and addresses all defective work. All work is of the highest quality ME - Timely responses to correct defective work. Quality of work is average. I - Unacceptable work is eventually corrected to the satisfaction of the City. Requires some additional staff time/resources. U - Does not acknowledge or correct problems. Little or no response to repeated defective work and repeated field directives. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = I The contractor did not fix the defective works as the project progressed THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR
C. ORGANIZATION - Work Plan and Management		
C1	Did the contractor submit a satisfactory baseline schedule in compliance with the contract? EX - Contractor submitted baseline schedule and all submissions on time and complete, accelerating the project. EE - Contractor submitted baseline schedule and all submissions on time and complete ME - Contractor submitted majority of submissions and baseline schedule on time and complete I - Adequate number of submissions on time, resulting in few problems/ delays. Requires some additional staff time/resources U - No satisfactory baseline schedule submitted and very few submissions submitted on time, causing problems. Requires much additional staff time/resources N/A - The question is not applicable to this evaluation.	ranking = I The schedule update submissions were delayed THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR
C2	Did the contractor commence the work on time? EX - Performance in this area can not be Exceptional EE - Contractor accelerates schedule and mobilizes and commences work ahead of contract requirement ME - Contractor mobilizes and commences work according to the contract requirement. I - Contractor mobilizes and commences work according to the contract requirement with minor delay. U - Contractor slow to mobilize and does not commences work according to the contract requirements, resulting in major delay. N/A - The question is not applicable to this evaluation.	ranking = ME THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR
C3	Did the contractor submit schedule updates in accordance with the contract?	ranking = I




EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project.
EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent
ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues.
I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources.
U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources.

For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.


EX - Contractor submits timely, accurate schedule updates in accordance with the contract, accelerating the project.
EE - The contractor submits schedule updates timely, accurate and in accordance with the contract
ME - The contractor submits schedule updates usually timely, accurate and in accordance with the contract
I - The contractor submits schedule updates periodically with some inaccuracies but largely in accordance with contract. Requires some additional staff time/resources.
U - The contractor frequently submits schedule updates late, inaccurate and not in accordance with the contract. Requires much additional staff time/resources.
N/A - The question is not applicable to this evaluation.

The contractor did not submit the updates as required/several times THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR

CPE Definitions & Comments/Backup - Four Seasons Site Site Development		Date:
version 1.2 - Feb 25-15		Sep 14/16
<p>EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project.</p> <p>EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent</p> <p>ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues.</p> <p>I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources.</p> <p>U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources.</p> <p>For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.</p>		
C4	<p>Did the contractor adequately staff and resource the project in compliance with the contract?</p> <p>EX - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, appropriate equipment always well maintained and available when needed, adding significant value to the project</p> <p>EE - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, equipment always well maintained and available when needed.</p> <p>ME - The project has a qualified workforce and maintains an aggressive schedule. Equipment needed is usually available, no delays.</p> <p>I - Adequately staffed, periodically hinders project, equipment needed often available, minor delays.</p> <p>U - Poorly staffed, equipment is not available or reliable constantly resulting in delays</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>The contractor did not put any crews for late hours work as required by the contract THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR</p> <p>ranking = I</p>
C5	<p>Did the contractor provide adequate & competent site supervision?</p> <p>EX - Exceptional site supervision anticipating problems and adding significant value to the project.</p> <p>EE - Well staffed with highly qualified site supervision present to direct others as needed</p> <p>ME - Qualified site supervision with necessary skill present to direct others as needed</p> <p>I - Adequately staffed with sufficient site supervision periodically hindering project. Requires some additional staff time/resources.</p> <p>U - Poorly staffed, unqualified site supervision constantly hindering project. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>The site supervisor does not appear to have down town City work experience and he also appears to be reluctant to comply with the directions of the project staff. He has been observed to have a disrespectful attitude towards the City staff and has also been observed raising his voice from time to time. A few times the site supervisor has also failed to provide timely notice of concrete placements, hence created issues with quality assurance. It has been also reported by BIA that at several occasions the site supervisor has made negative remarks regarding the project. THE RANKING IS BASED ON OUR EXPERIENCE WITH FOUR SEASONS WORK ON COLLEGE STREET PROJECT AND THERE SHALL BE NO CHANGE TO THE RANKING OF "U" PLEASE SEE ATTACHED HIGHLIGHTED MINUTES AND EMAILS</p> <p>ranking = U</p>
C6	<p>Did the contractor effectively coordinate and manage the work of its subcontractors?</p> <p>EX - Performance in this area can not be Exceptional</p> <p>EE - Superior workmanship. Contractor effectively coordinates and manages the work of its subcontractors</p> <p>ME - Minimal problems, the majority of coordination and management of subcontractors is good</p> <p>I - The majority of coordination and management meets project requirements but moderate rework required. Requires some additional staff time/resources.</p> <p>U - Contractor does not effectively coordinate and manage the work of its subcontractors and requires extensive rework. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR</p> <p>ranking = ME</p>
C7	<p>Did a person with decision-making authority represent the contractor at pay/progress meetings?</p> <p>EX - Pay/Progress meetings always attended by decision-making authority. Adds value to project.</p> <p>EE - Pay/Progress meetings always attended by decision-making authority</p> <p>ME - Pay/Progress meetings usually attended by decision-making authority</p> <p>I - Pay/Progress meetings mostly have sufficient representation by decision-making authority</p> <p>U - Pay/Progress meetings have little or no attendance by decision-making authority</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR</p> <p>rank = ME</p>
C8	<p>Did the contractor submit timely, relevant requests for information (RFIs) as needed?</p>	<p>ranking = ME</p>

 CPE Definitions & Comments/Backup - Four Seasons Site Site Development version 1.2 - Feb 25-15		Date: Sep 14/16
<p> EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project. EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues. I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources. U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources. </p> <p>For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.</p>		
EX - Timely, accurate and in accordance with contract anticipating and avoiding problems and delays. EE - Timely, accurate and in accordance with contract ME - Usually timely, accurate and in accordance with contract I - Frequently late, sometimes inaccurate, and sometimes not in accordance with contract. Requires some additional staff time and resources. U - Constantly late, inaccurate, requiring frequent reminders, seldom in accordance with contract. Requires much additional staff time and resources. N/A - The question is not applicable to this evaluation.	THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR	

CPE Definitions & Comments/Backup - Four Seasons Site Site Development		Date:
version 1.2 - Feb 25-15		Sep 14/16
<p>EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project.</p> <p>EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent</p> <p>ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues.</p> <p>I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources.</p> <p>U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources.</p> <p>For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.</p>		
C9	<p>Were shop drawings submitted according to shop drawing schedule and in compliance with the contract?</p> <p>EX - Schedule and all shop drawings submitted on time and complete. Creative, approved substitutions added value to the project.</p> <p>EE - Schedule and all shop drawings submitted on time and complete</p> <p>ME - Schedule and most shop drawings submitted on time and complete</p> <p>I - Few schedules and shop drawings submitted on time resulting in problems/delays. Requires some additional staff time and resources.</p> <p>U - Poor or no schedule and shop drawings submitted on time, causing problems. Requires much additional staff time and resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR</p> <p>ranking = ME</p>
<p>D. EXECUTION - Work Performance</p>		
D1	<p>Did the contractor complete the project on time?</p> <p>EX - Contractor exceeds contractual completion date.</p> <p>EE - Contractor meets contractual completion date with no extensions.</p> <p>ME - Contractor meets contractual completion date with approved extensions.</p> <p>I - Contractor misses contractual completion date. Makes efforts to mitigate delay. Requires some additional staff time/resources.</p> <p>U - Contractor misses contractual completion date. Makes little effort to mitigate delay. Requires much additional staff time/resources.</p> <p>N/A - N/A is to be chosen for all but the final evaluation once the project is completed.</p>	<p>Contractor has made little or no efforts to achieve the timely completion of the projects initial phase and has considerably delayed the most crucial part of the contract THE RANKING IS BASED ON OUR EXPERIENCE WITH FOUR SEASONS WORK ON COLLEGE STREET PROJECT AND THERE SHALL BE NO CHANGE TO THE RANKING OF "U" PLEASE SEE ATTACHED HIGHLIGHTED MINUTES AND EMAILS</p> <p>ranking = U</p>
D2	<p>Did the contractor follow the approved schedule and meet milestones?</p> <p>EX - Maintains an accelerated project schedule resulting in early completion of project before contract completion date</p> <p>EE - Meets all milestones and schedule</p> <p>ME - Meets schedule and key milestones.</p> <p>I - Behind schedule and some key milestones missed. Requires some additional staff time/resources.</p> <p>U - Continually behind schedule and most key milestones missed. Requires much more additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>The contractor did not meet the schedule and or the milestones THE RANKING IS BASED ON OUR EXPERIENCE WITH FOUR SEASONS WORK ON COLLEGE STREET PROJECT AND THERE SHALL BE NO CHANGE TO THE RANKING OF "U" PLEASE SEE ATTACHED HIGHLIGHTED MINUTES AND EMAILS</p> <p>ranking = U</p>
D3	<p>Did the contractor provide effective quality control?</p> <p>EX - Exceptional QA/QC. No deficiencies. Adds value to Project.</p> <p>EE - Excellent QA/QC. Minor if any deficiencies which are corrected quickly. No additional staff effort required.</p> <p>ME - Adequate quality control. Few deficiencies which are corrected quickly</p> <p>I - Poor quality control. Some deficiencies which takes some additional staff time and effort to correct.</p> <p>U - Unacceptable QA/QC. Many deficiencies which requires much additional staff time and effort to correct.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>The contractor has not submitted the quality control plan as requested under a field instructions THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR</p> <p>ranking = I</p>
D4	<p>Did the contractor keep the site clean and free of trash and debris in compliance with the contract?</p> <p>EX - Performance in this area can not be Exceptional</p> <p>EE - Project site kept very clean and free of trash and debris</p> <p>ME - Most trash, debris cleaned up on a daily basis from project site</p> <p>I - Contractor periodically cleans up project site with minimal directive</p> <p>U - Non-responsive to repeated directives to clean up project site. Site not clean and visible trash and debris</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>The contractor has been sent field instructions for the site cleanliness due to number of complaints from the BIA and the area residents THE RANKING IS BASED ON OUR EXPERIENCE WITH FOUR SEASONS WORK ON COLLEGE STREET PROJECT AND THERE SHALL BE NO CHANGE TO THE RANKING OF "U" PLEASE SEE ATTACHED HIGHLIGHTED MINUTES AND EMAILS</p> <p>ranking = U</p>
D5	<p>Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs?</p>	<p>ranking = ME</p>

 CPE Definitions & Comments/Backup - Four Seasons Site Site Development version 1.2 - Feb 25-15		Date: Sep 14/18
<p> EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project. EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues. I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources. U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources. </p> <p>For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.</p>		
<p> EX - Performance in this area can not be Exceptional EE - All change orders, change directives, site instructions, RFQ's responded to immediately ME - All change orders, change directives, site instructions, RFQ's responded to in a timely manner with proper accurate documents I - Most change orders, change directives, site instructions, RFQ's responded to in a timely manner, some delays and problems U - Generally non-responsive to change orders, change directives, site instructions. Slow response to RFQ's. N/A - The question is not applicable to this evaluation. </p>	THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR	

 CPE Definitions & Comments/Backup - Four Seasons Site Site Development version 1.2 - Feb 25-15		Date: Sep 14/16
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D6	Did the contractor seek authorization to perform extra or additional work? EX - Performance in this area can not be Exceptional EE - Provides quote and proceeds only after approval received. Occasionally expands scope at no cost to City. ME - Provides quote and proceeds only after approval received. I - Occasionally proceeds with work before quote reviewed and approved. U - Frequently proceeds with work without review or approval. N/A - The question is not applicable to this evaluation.	THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR ranking = ME
D7	Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge? EX - On exceptional terms with subcontractors, utilities and public. No disputes. No liens or formal claims. Excellent working relationships adds value to the project. EE - On excellent terms with subcontractors, utilities and public. Few if any disputes resolved promptly. ME - Mostly on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims promptly. I - Sometimes on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims requiring some staff time and effort. U - Rarely on good terms with subcontractors, utilities and public. If resolved, disputes, liens and formal claims require much staff time and effort. N/A - The question is not applicable to this evaluation.	The contractor refused to address complaints regarding the flooding issues for the adjacent properties THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR ranking = I
D8	Was the quality and submission timelines of the following items acceptable? D8.1 • Look ahead schedules or work plans D8.2 • Accurate and complete record documents (as-builts) D8.3 • Complete operations and maintenance manuals and closeout documents D8.4 • Secure and/or closed applicable municipal permits D8.5 • Startup testing and commissioning reports D8.6 • Training plan and manuals	ranking = U ranking = N/A ranking = N/A ranking = N/A ranking = N/A ranking = N/A
	EX - All submissions on time and of exceptional quality, adding value to the project. EE - All submissions on time and of excellent quality. ME - Most submissions on time and of good quality. Remaining revised and resubmitted quickly. I - Some submissions late and of poor quality. Remaining revised and resubmitted slowly requiring some additional staff time and resources. U - Most submissions late and of poor quality. Much revision and resubmission requiring much additional staff time and resources. N/A - The question is not applicable to this evaluation.	The submissions for look ahead schedules were not made in a timely manner THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR
E ADMINISTRATION - Contractor Performance and Diligence		
COMMENTS/BACKUP		
E1	Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders? EX - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents, adding significant value to the project. EE - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents ME - Communication with the contract administrator and all stakeholders timely, satisfactory, and in accordance with the contract I - Communication with the contract administrator and all stakeholders poor and causes periodic problems. Requires some additional staff time/resources. U - Contractors communication with the contract administrator and all stakeholders poor and the cause of constant problems. Strongly impacts the success of the project. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	The contractor has been not cooperative and have made several problems for the residents moving out and made difficult for businesses by not allowing them to install their signs "that the business is open during construction". The contractors appears to be non-supportive of the businesses which are mostly very small businesses and their livelihood depends on these businesses THE RANKING IS BASED ON OUR EXPERIENCE WITH FOUR SEASONS WORK ON COLLEGE STREET PROJECT AND THERE SHALL BE NO CHANGE TO THE RANKING OF "U" PLEASE SEE ATTACHED HIGHLIGHTED MINUTES AND EMAILS ranking = U
E2	Did the contractor participate in resolving project problems and display initiative to implement solutions?	ranking = I



CPE Definitions & Comments/Backup - Four Seasons Site Site Development
version 1.2 - Feb 25-15


Date:
Sep 14/16

EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project.
EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent
ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues.
I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources.
U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources.

For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.

EX - Cooperates in solving project problems often mitigating them. Creative solutions add value. No arguments, few and fair Change Orders. Quick resolution.
EE - Cooperates in solving problems sometimes mitigating them. Few arguments, fair Change Orders and quick resolution.
ME - Consistently cooperates in solving problems. Few arguments, reasonable solutions, quotes and timelines offered to solve.
I - Reluctant to cooperate. Few reasonable solutions offered. Moderate number of arguments, expensive Change Orders and requires some additional staff time/resources to resolve.
U - Rarely cooperates. Few reasonable solutions offered. Many arguments, expensive Change Orders and requires much additional staff time/resources to resolve.
N/A - The question is not applicable to this evaluation.

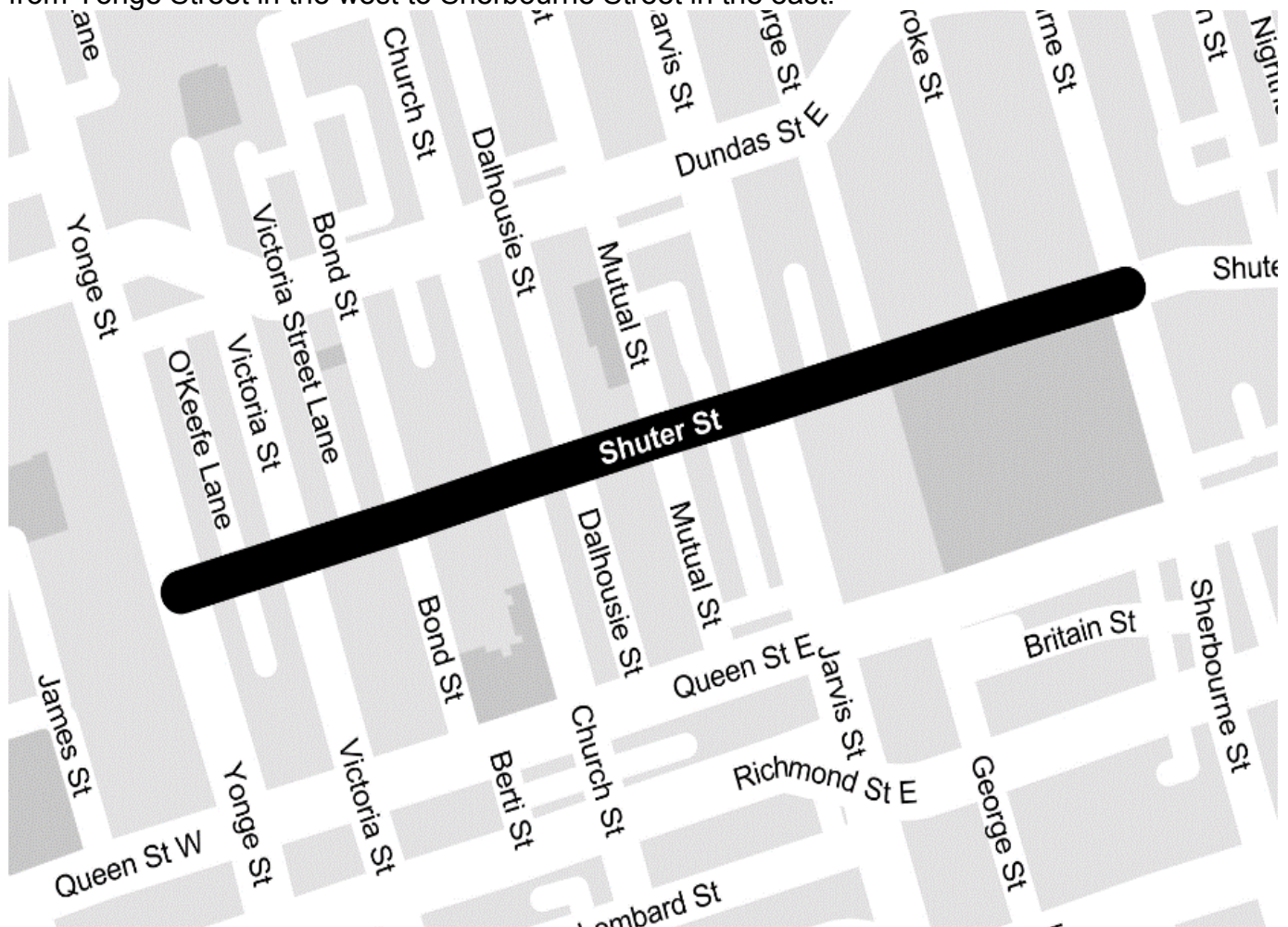
There was some odour/smell in one of the area and despite isolating that area and moving to other location, the contractor completely stopped all electrical THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR

 CPE Definitions & Comments/Backup - Four Seasons Site Site Development version 1.2 - Feb 25-15		Date Sep 14/16
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E3	Did the contractor demonstrate accountability for problems for which they were responsible? EX - Cooperates in solving their problems and others. Creative solutions add value. Always accepts responsibility for their errors with no argument and quick resolution. EE - Always cooperates in solving problems often mitigating them. Always accepts responsibility for their errors with no argument and quick resolution. ME - Consistently cooperates in solving problems (damages, errors, omissions, defective work) usually accepting responsibility. Few arguments and quick resolution. I - Reluctant to solve problems, frequently evading responsibility for their errors. Moderate number of arguments and requires some additional staff time/resources to resolve. U - Rarely acknowledges problems, avoiding responsibility and compounds them. Argumentative requiring much additional staff time/resources to resolve. N/A - The question is not applicable to this evaluation.	The contractor tends to keep on blaming the City for most of the issues which the contractor shall address e.g. the flooding in the basements of adjacent properties shall have been prevented by the contractors it has been resulted due to the construction work, however the contractor refused to take any measures to prevent the water entering through the excavations and wanted the City to pay for such work THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR ranking = I
E4	Did the contractor submit accurate, complete invoices in a timely manner? EX - Performance in this area can not be Exceptional EE - No errors, accurate representation of work completed ME - Few billing errors, quickly corrected and submitted I - Some billing errors, corrected and submitted requiring some staff time/resources to resolve U - Too many errors; frequent misrepresentations of completed work requiring much staff time/resources to resolve N/A - The question is not applicable to this evaluation.	ranking = ME
E5	Did the contractor provide competitive change order pricing? EX - Change order quotes are reasonable, timely. Occasionally expands scope at not cost to City. EE - Change order quotes are reasonable and timely; no unresolved issues ME - Change order quotes are reasonable and timely with complete backup documentation, few unresolved issues I - reluctant to negotiate, sometimes compromises, some unresolved issues remain. Requires some additional staff time to resolve. U - Contractor is not willing to compromise. Difficult, if not impossible, to negotiate with; many unresolved issues requiring much additional staff time/resources. N/A - The question is not applicable to this evaluation.	The contractor quotes has been observed to be on the higher side THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR ranking = I
E6	Did the contractor accept responsibility for the full scope and extent of the contract? EX - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. Value added to project by suggestions improving scope or reducing City cost. EE - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. ME - Good acceptance of their scope and financial responsibility. Few omissions and few arguments most resolved to City's satisfaction I - Poor acceptance of their scope and financial responsibility. Several omissions and several arguments; some not resolved to City's satisfaction. Requires some additional staff time/effort. U - Poor acceptance of their scope and financial responsibility. Many omissions and many frivolous arguments often not resolved to City's satisfaction. Requires much additional staff time/effort. N/A - The question is not applicable to this evaluation.	The contractor continuously argues over most of the issues and is found to be reluctant and no cooperative in helping to the resolution and has also walked out of a meeting without while discussing the issue of blue rings installation THE RANKING IS REVIEWED AND THE EVALUATION IS CONSIDERED FAIR ranking = I
E7	Did the contractor coordinate to minimize disruption to the public and City operations?	ranking = I




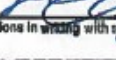
Attachment 7 - Photo showing the placement of paving stone material at the incorrect elevation within the sidewalk area on the College Street project (Contract 16ECS-TI-11SP).





Attachment 8. Map showing limits for Contract 16ECS-TI-18SP along Shuter Street from Yonge Street in the west to Sherbourne Street in the east.





Attachment 9. Contractor Performance Evaluations for Four Seasons on Contract 16ECS-TI-18SP

 Contractor Performance Evaluation <small>version 1.2 - Feb 25-15</small>		<input type="checkbox"/> Final <input checked="" type="checkbox"/> Interim # 1 DATE: Sept 29/16	
CONTRACTOR: Four Seasons Site Development Ltd.			
PROJECT NAME: Shuter Street - Yonge Street to Sherbourne Street.			
DESCRIPTION: Watermain replacement, Waterservice upgrades and Major Road Resurfacing and Watermain Trench Restora		Ranking	
CONTRACT No.: 16ECS-TI-18SP	START DATE: Aug 2/2016	For definitions refer to Backup sheets	
CONTRACT VALUE: \$3,261,824	COMPLETION DATE: Oct 25/16	U	I ME EE EX N/A
A. SAFETY & COMPLIANCE- Laws & Standards		sub-score 1.50 Weight 25%	
1. Did the contractor comply with OHSA requirements?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Did the contractor take adequate precautions with any hazardous materials and designated substances?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. QUALITY - Compliance with Contract Standards & Specifications		sub-score 2.00 Weight 25%	
1. Did the contractor comply with standards and specifications in the contract?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Was the quality and workmanship in compliance with the contract documents?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Did the contractor promptly & effectively correct defective work as the project progressed?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. ORGANIZATION- Work Plan and Management		sub-score 2.33 Weight 12.5%	
1. Did the contractor submit a satisfactory baseline schedule in compliance with the contract?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Did the contractor commence the work on time?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Did the contractor submit schedule updates in accordance with the contract?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Did the contractor adequately staff and resource the project in compliance with the contract?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Were shop drawings submitted adequate & competent site supervision?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Did the contractor effectively coordinate and manage the work of its subcontractors?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Did a person with decision-making authority represent the contractor at pay/progress meetings?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. Did the contractor submit timely, relevant requests for information (RFIs) as needed?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
9. Were shop drawings submitted according to shop drawing schedule and in compliance with the contract?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
D. EXECUTION - Work Performance		sub-score 2.61 Weight 25%	
1. Did the contractor complete the project on time?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Did the contractor follow the approved schedule and meet milestones?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Did the contractor provide effective quality control?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Did the contractor keep the site clean and free of trash and debris in compliance with the contract?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Did the contractor seek authorization to perform extra or additional work?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. Was the quality and submission timelines of the following items acceptable?			
8.1 Look ahead schedules or work plans		<input checked="" type="checkbox"/>	<input type="checkbox"/>
8.2 Accurate and complete record documents (as-builts)		<input checked="" type="checkbox"/>	<input type="checkbox"/>
8.3 Complete operations and maintenance manuals and closeout documents		<input checked="" type="checkbox"/>	<input type="checkbox"/>
8.4 Secure and/or closed applicable municipal permits		<input type="checkbox"/>	<input checked="" type="checkbox"/>
8.5 Startup testing and commissioning reports		<input checked="" type="checkbox"/>	<input type="checkbox"/>
8.6 Training plan and manuals		<input type="checkbox"/>	<input checked="" type="checkbox"/>
E. ADMINISTRATION- Contractor Performance and Diligence		sub-score 2.61 Weight 12.5%	
1. Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders?		<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Did the contractor participate in resolving project problems and display initiative to implement solutions?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Did the contractor demonstrate accountability for problems for which they were responsible?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Did the contractor submit accurate, complete invoices in a timely manner?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Did the contractor provide competitive change order pricing?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. Did the contractor accept responsibility for the full scope and extent of the contract?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Did the contractor coordinate to minimize disruption to the public and City operations?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
		2.17 Total Score (weighted)	
	Name (Print or Type)	Signature	Date
Project Manager:	Julie Sharma		Oct 3/2016
Manager:	Stephen Adams		DEC 03 2016
Director: <small>(required for Final only)</small>	Frank Clarizio		Dec 7/16
<small>NOTE: If the contractor disagrees with this evaluation, it is to submit its objections in writing with supporting evidence within five (5) business days to the Division Manager (for Interim Reports) or to the Division Director (for Final Reports)</small>			


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A. SAFETY & COMPLIANCE - Laws & Standards		COMMENTS/BACKUP
A1	<p>Did the contractor comply with OHSA requirements? ranking = U</p> <p>EX - Performance in this area can not be Exceptional EE - Strict compliance with OHSA requirements with no exceptions ME - Complies with OHSA requirements with very minor issues that are immediately remedied I - Inconsistent compliance with OHSA requirements; minor contraventions that are corrected, few if any lost time injuries and no critical injuries U - Does not comply with an appropriate safety program; lost time injuries, including but not limited to critical injuries; serious OHSA contraventions and/or convictions N/A - The question is not applicable to this evaluation.</p>	<p>Pre-Construction meeting was held July 21, 2016. OHSA requirements were documented to be provided at the start of the project. As per item 16.9 in minutes, Inspector will not be onsite unless a fully functioning trailer is provided at the start of the project. Project commended Aug 8, 2016. As per email from Project Engineer on Aug 8, 2016, Site Trailer, Traffic Control Plan set up, Advisory Signage, Whisper Generator, Stairs, MOL site trailer information, Locates copies, MSDS as per Safety Board requirements was not in place as of Aug 8, 2016. FSSA was completed Aug 17, 2016. Safety Board and access/egress signs, Forms 1000's for General and subs. For 81. Hospital Plan Map stated as outstanding. As of Aug 21, 2016, it was noted that the site trailer was damaged beyond use. Project Engineer was informed on Aug 29, 2016 that a trailer was not available for the following day's meeting. Project Engineer had to reschedule meeting at alternate locations as Contractor did not provide site trailer replacement in timely manner. As of Aug 30, 2016 wrong generator provided at site. Whisper Generator was agreed upon and Project Engineer followed up again. As of Aug 31, 2016, the site trailer replacement was provided in place of the damaged one. As of Sept 27, 2016, the replacement site trailer is still not set up as per the contract and OHSA requirements. As of Oct 3, 2016, site trailer still missing components to be considered OHSA compliant. PDO provision was not consistent and constantly questioned on the requirement. Project Engineer stated in email Sept 9, 2016 PDO's are to be provided at FSSD cost, as specified in contract.</p>
A2	<p>Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies? ranking = U</p> <p>EX - Performance in this area can not be Exceptional EE - Fully complies with environmental and (non-OHSA) safety requirements, fair wage, human rights and other laws and policies required by the contract. No problems ME - Complies with above. Minimal problems, if any I - Inconsistent compliance with (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract, minor contraventions that are corrected U - Failure to adhere to environmental and (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract; not responsive to directives, requires much additional staff time/resources N/A - The question is not applicable to this evaluation.</p>	<p>Whisper generator was requested and confirmed to be provided at the Pre-construction meeting, due to the residential area surrounding the work site. This has been inconsistent, until numerous requests have been made. Also, the fuel for the generator has not been provided in a timely manner. Oct 3, 2016 email confirms the provision since the initial request on Sept 20, 2016. Counter sunk skid resistant plates where open trenches are placed have been an issue contrary to the Contract Requirements. Sept 20, 2016 email was sent out the Contractor. This was finalized on Sept 22, 2016.</p>
A3	<p>Did the contractor take adequate precautions with any hazardous materials and designated substances? ranking = ME</p> <p>EX - Performance in this area can not be Exceptional EE - Strict compliance with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws ME - Complies with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws; minor contraventions with swift correction I - Inconsistent compliance with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires some additional staff time/resources U - Failure to comply with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires much additional staff time/resources N/A - The question is not applicable to this evaluation.</p>	
B. QUALITY - Compliance with Contract Standards & Specifications		COMMENTS/BACKUP
B1	<p>Did the contractor comply with standards and specifications in the contract? ranking = I</p> <p>EX - Strict adherence to contract documents. Approved variations added value. EE - Strict adherence to contract documents especially standards and specifications ME - Some approved deviations but essentially in compliance with standards and specifications I - Problems with compliance with standards and specifications in the contract, but conflicts are resolved. Requires some additional staff time/resources. U - Work frequently does not adhere to the contract standards and specifications resulting in delays and/or claims. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>	<p>Skid resistant plates, Site trailer, TCP management did not comply with the specifications in the contract. Numerous emails were sent before any feedback was provided. Email back up provided. Request and approval of Disinfection proposals delayed response. Sign off from Contractor on proposal prior to City review, and providing test results was delayed in responding. Disinfection proposal for Phase 1a requested sign off Aug 18, 2016. Sign off document was finally provided September 9, 2016.</p>


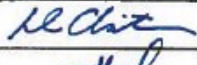
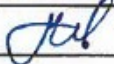
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B2	Was the quality and workmanship in compliance with the contract documents? EX - Superior workmanship and quality. Creative, approved substitutions add value. EE - Workmanship is excellent and meets peak requirements of the contract documents. No rework. ME - Minimal problems and defects. The majority of workmanship is good and meets minimum requirements of the contract documents. Some minor rework required. I - The majority of work is satisfactory in compliance with the contract documents with moderate rework. Requires some additional staff time/resources. U - Contractor is made to do several tasks repeatedly due to substandard workmanship and deliverables. Often not in compliance with the contract documents. Extensive rework required. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = I TCP was not managed as per discussed and approved. Daily site maintenance was not followed up on. Progress Meeting 4 states FSSD requirement to maintain site safety, traffic control and daily site set up, signs etc. as they are the constructor in the work zone.
B3	Did the contractor promptly & effectively correct defective work as the project progressed? EX - Performance in this area can not be Exceptional EE - Contractor promptly responds and addresses all defective work. All work is of the highest quality. ME - Timely responses to correct defective work. Quality of work is average. I - Unacceptable work is eventually corrected to the satisfaction of the City. Requires some additional staff time/resources. U - Does not acknowledge or correct problems. Little or no response to repeated defective work and repeated field directives. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = I Numerous requests were made before action was taken. Ranging from Site trailer provision and set up, TCP management, PDO provision, countersinking skid resistant plates, providing skid resistant plates, relocating porta potty
C ORGANIZATION - Work Plan and Management		
C1	Did the contractor submit a satisfactory baseline schedule in compliance with the contract? EX - Contractor submitted baseline schedule and all submissions on time and complete, accelerating the project. EE - Contractor submitted baseline schedule and all submissions on time and complete ME - Contractor submitted majority of submissions and baseline schedule on time and complete I - Adequate number of submissions on time, resulting in few problem/delays. Requires some additional staff time/resources U - No satisfactory baseline schedule submitted and very few submissions submitted on time, causing problems. Requires much additional staff time/resources N/A - The question is not applicable to this evaluation.	ranking = ME
C2	Did the contractor commence the work on time? EX - Performance in this area can not be Exceptional EE - Contractor accelerates schedule and mobilizes and commences work ahead of contract requirement ME - Contractor mobilizes and commences work according to the contract requirement. I - Contractor mobilizes and commences work according to the contract requirement with minor delay. U - Contractor slow to mobilize and does not commence work according to the contract requirements, resulting in major delay N/A - The question is not applicable to this evaluation.	ranking = I The contractor was not ready to start by the start date of August 2, 2016, numerous items outstanding. Agreed to start on Aug 8, 2016. Site trailer was not set up and work did not commence until Aug 9, 2016. At pre-con meeting, it was discussed it would take 5 days to work on Phase 1a, which would require one-way traffic west bound on Shuler Street between Victoria St and Yonge St. This was relayed to the stakeholders so they were aware of the traffic adjustments required in order to install the watermain in this phase. FSSD started late, and did not complete Phase 1a until the following week, hence the traffic management, PDO requirements and notification to the stakeholders spilled over into the following week. FSSD did not provide timely updates on their work schedule.
C3	Did the contractor submit schedule updates in accordance with the contract? EX - Contractor submits timely, accurate schedule updates in accordance with the contract, accelerating the project. EE - The contractor submits schedule updates timely, accurate and in accordance with the contract ME - The contractor submits schedule updates usually timely, accurate and in accordance with the contract I - The contractor submits schedule updates periodically with some inaccuracies but largely in accordance with contract. Requires some additional staff time/resources. U - The contractor frequently submits schedule updates late, inaccurate and not in accordance with the contract. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = I Schedule was not provided in advance or at each progress meeting as stated in the pre-construction meeting and minutes. To date 3 schedules have been provided and 4 progress meetings and one preconstruction meeting has been held. Last schedule was provided Sept 1, 2016.


 CPE Definitions & Comments/Backup - Four Seasons Site Development Ltd.		Date:
version 1.2 - Feb 25-15		Sept 29/16
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C4	<p>Did the contractor adequately staff and resource the project in compliance with the contract?</p> <p>EX - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, appropriate equipment always well maintained and available when needed, adding significant value to the project</p> <p>EE - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, equipment always well maintained and available when needed.</p> <p>ME - The project has a qualified workforce and maintains an aggressive schedule. Equipment needed is usually available, no delays.</p> <p>I - Adequately staffed, periodically hinders project, equipment needed often available, minor delays</p> <p>U - Poorly staffed, equipment is not available or reliable constantly resulting in delays</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>Contractor provided too many contacts - 3 contacts to 1 PM, all overlapping in information. Either you are receiving emails from all or none. Pre-con meeting confirmed Project engineer and Robit for official correspondence, Nick and site inspector for site issues, and back up Kyle. Marco was included in the loop and numerous email were sent and challenging the tracking of correspondence.</p> <p>ranking = I</p>
C5	<p>Did the contractor provide adequate & competent site supervision?</p> <p>EX - Exceptional site supervision anticipating problems and adding significant value to the project.</p> <p>EE - Well staffed with highly qualified site supervision present to direct others as needed</p> <p>ME - Qualified site supervision with necessary skill present to direct others as needed</p> <p>I - Adequately staffed with sufficient site supervision periodically hindering project. Requires some additional staff time/resources</p> <p>U - Poorly staffed, unqualified site supervision constantly hindering project. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>For watermain component, Site supervisor is adequate but not onsite on daily basis. Project Engineer visited the site and only City Inspector and sub contractor were onsite. Sept 21, 2016.</p> <p>ranking = I</p>
C6	<p>Did the contractor effectively coordinate and manage the work of its subcontractors?</p> <p>EX - Performance in this area can not be Exceptional</p> <p>EE - Superior workmanship. Contractor effectively coordinates and manages the work of its subcontractors</p> <p>ME - Minimal problems, the majority of coordination and management of subcontractors is good</p> <p>I - The majority of coordination and management meets project requirements but moderate rework required. Requires some additional staff time/resources.</p> <p>U - Contractor does not effectively coordinate and manage the work of its subcontractors and requires extensive rework. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>No site supervision of sub contractors. Shad plates had to be repeatedly brought up to be addressed before the issues was managed. FSSD did not address the issue until after the fact as no one was onsite to verify the location of the photos sent by the PM regarding shad plates not being countersunk.</p> <p>ranking = I</p>
C7	<p>Did a person with decision-making authority represent the contractor at pay/progress meetings?</p> <p>EX - Pay/Progress meetings always attended by decision-making authority. Adds value to project.</p> <p>EE - Pay/Progress meetings always attended by decision-making authority</p> <p>ME - Pay/Progress meetings usually attended by decision-making authority</p> <p>I - Pay/Progress meetings mostly have sufficient representation by decision-making authority</p> <p>U - Pay/Progress meetings have little or no attendance by decision-making authority</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>rank = ME</p>
C8	<p>Did the contractor submit timely, relevant requests for information (RFIs) as needed?</p> <p>EX - Timely, accurate and in accordance with contract anticipating and avoiding problems and delays</p> <p>EE - Timely, accurate and in accordance with contract</p> <p>ME - Usually timely, accurate and in accordance with contract</p> <p>I - Frequently late, sometimes inaccurate, and sometimes not in accordance with contract. Requires some additional staff time and resources.</p> <p>U - Constantly late, inaccurate, requiring frequent reminders, seldom in accordance with contract. Requires much additional staff time and resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	<p>ranking = ME</p>

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C9	Were shop drawings submitted according to shop drawing schedule and in compliance with the contract? EX - Schedule and all shop drawings submitted on time and complete. Creative, approved substitutions added value to the project. EE - Schedule and all shop drawings submitted on time and complete. ME - Schedule and most shop drawings submitted on time and complete. I - Few schedules and shop drawings submitted on time resulting in problems/delays. Requires some additional staff time and resources. U - Poor or no schedule and shop drawings submitted on time, causing problems. Requires much additional staff time and resources. N/A - The question is not applicable to this evaluation.	ranking = ME
D EXECUTION - Work Performance		
COMMENTS/BACKUP		
D1	Did the contractor complete the project on time? EX - Contractor exceeds contractual completion date. EE - Contractor meets contractual completion date with no extensions. ME - Contractor meets contractual completion date with approved extensions. I - Contractor misses contractual completion date. Makes efforts to mitigate delay. Requires some additional staff time/resources. U - Contractor misses contractual completion date. Makes little effort to mitigate delay. Requires much additional staff time/resources. N/A - N/A is to be chosen for all but the final evaluation once the project is completed.	ranking = ME
D2	Did the contractor follow the approved schedule and meet milestones? EX - Maintains an accelerated project schedule resulting in early completion of project before contract completion date. EE - Meets all milestones and schedule. ME - Meets schedule and key milestones. I - Behind schedule and some key milestones missed. Requires some additional staff time/resources. U - Continuously behind schedule and most key milestones missed. Requires much more additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = I No For Phase 1a coordination, FSSD did not start this phase as originally discussed on Aug 8, 2016, so they did not complete the work in the phase in 5 days. The work spilled over and affected the stakeholder commitment to minimizing traffic issues.
D3	Did the contractor provide effective quality control? EX - Exceptional QA/QC. No deficiencies. Adds value to Project. EE - Excellent QA/QC. Minor if any deficiencies which are corrected quickly. No additional staff effort required. ME - Adequate quality control. Few deficiencies which are corrected quickly. I - Poor quality control. Some deficiencies which takes some additional staff time and effort to correct. U - Unacceptable QA/QC. Many deficiencies which requires much additional staff time and effort to correct. N/A - The question is not applicable to this evaluation.	ranking = ME
D4	Did the contractor keep the site clean and free of trash and debris in compliance with the contract? EX - Performance in this area can not be Exceptional. EE - Project site kept very clean and free of trash and debris. ME - Most trash, debris cleaned up on a daily basis from project site. I - Contractor periodically cleans up project site with minimal directives. U - Non-responsive to repeated directives to clean up project site. Site not clean and visible trash and debris. N/A - The question is not applicable to this evaluation.	ranking = I Porta potty relocation directly in front of peoples homes was an issue, trash noticed in some areas, FSSD had to be notified.
D5	Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs? EX - Performance in this area can not be Exceptional. EE - All change orders, change directives, site instructions, RFQ's responded to immediately. ME - All change orders, change directives, site instructions, RFQ's responded to in a timely manner with proper accurate documents. I - Most change orders, change directives, site instructions, RFQ's responded to in a timely manner, some delays and problems. U - Generally non-responsive to change orders, change directives site instructions. Slow response to RFQ's. N/A - The question is not applicable to this evaluation.	ranking = I Porta potty relocation and skid plate countersinking took a few days before finally being addressed. Not addressed immediately.


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D6	Did the contractor seek authorization to perform extra or additional work?	ranking = ME
<p>EX - Performance in this area can not be Exceptional</p> <p>EE - Provides quote and proceeds only after approval received</p> <p>Occasionally expands scope at no cost to City</p> <p>ME - Provides quote and proceeds only after approval received</p> <p>I - Occasionally proceeds with work before quote reviewed and approved.</p> <p>U - Frequently proceeds with work without review or approval</p> <p>N/A - The question is not applicable to this evaluation</p>		
D7	Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge?	ranking = ME
<p>EX - On exceptional terms with subcontractors, utilities and public. No disputes. No liens or formal claims. Excellent working relationships adds value to the project.</p> <p>EE - On excellent terms with subcontractors, utilities and public. Few if any disputes resolved promptly.</p> <p>ME - Mostly on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims promptly</p> <p>I - Sometimes on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims requiring some staff time and effort</p> <p>U - Rarely on good terms with subcontractors, utilities and public. If resolved disputes, liens and formal claims require much staff time and effort</p>		
D8	Was the quality and submission timelines of the following items acceptable?	
D8.1	Look ahead schedules or work plans	ranking = I
D8.2	Accurate and complete record documents (as-builts)	ranking = I
D8.3	Complete operations and maintenance manuals and closeout documents	ranking = I
D8.4	Secure and/or closed applicable municipal permits	ranking = ME
D8.5	Startup testing and commissioning reports	ranking = I
D8.6	Training plan and manuals	ranking = ME
<p>EX - All submissions on time and of exceptional quality, adding value to the project.</p> <p>EE - All submissions on time and of excellent quality</p> <p>ME - Most submissions on time and of good quality. Remaining revised and resubmitted quickly</p> <p>I - Some submissions late and of poor quality. Remaining revised and resubmitted slowly requiring some additional staff time and resources</p> <p>U - Most submissions late and of poor quality. Much revision and resubmission requiring much additional staff time and resources</p> <p>N/A - The question is not applicable to this evaluation</p> <p>Schedules not provided in a timely manner. Start up testing for watermain not provided as per protocol.</p>		
<p>E ADMINISTRATION - Contractor Performance and Diligence</p> <p>COMMENTS/BACKUP</p>		
E1	Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders?	ranking = I
<p>EX - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents, adding significant value to the project.</p> <p>EE - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents</p> <p>ME - Communication with the contract administrator and all stakeholders timely, satisfactory, and in accordance with the contract</p> <p>I - Communication with the contract administrator and all stakeholders poor and causes periodic problems. Requires some additional staff time/resources</p> <p>U - Contractors communication with the contract administrator and all stakeholders poor and the cause of constant problems. Strongly impacts the success of the project. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p> <p>Contractor did not provide adequate communication on the updates required on site matters.</p>		
E2	Did the contractor participate in resolving project problems and display initiative to implement solutions?	ranking = ME
<p>EX - Cooperates in solving project problems often mitigating them. Creative solutions add value. No arguments, few and fair Change Orders. Quick resolution</p> <p>EE - Cooperates in solving problems sometimes mitigating them. Few arguments, fair Change Orders and quick resolution.</p> <p>ME - Consistently cooperates in solving problems. Few arguments, reasonable solutions, quotes and timelines offered to solve</p> <p>I - Reluctant to cooperate. Few reasonable solutions offered. Moderate number of arguments, expensive Change Orders and requires some additional staff time/resources to resolve.</p> <p>U - Rarely cooperates. Few reasonable solutions offered. Many arguments, expensive Change Orders and requires much additional staff time/resources to resolve</p> <p>N/A - The question is not applicable to this evaluation</p>		


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E3	Did the contractor demonstrate accountability for problems for which they were responsible?	ranking = ME
EX - Cooperates in solving their problems and others. Creative solutions add value. Always accepts responsibility for their errors with no argument and quick resolution. EE - Always cooperates in solving problems often mitigating them. Always accepts responsibility for their errors with no argument and quick resolution. ME - Consistently cooperates in solving problems (damages, errors, omissions, defective work) usually accepting responsibility. Few arguments and quick resolution. I - Reluctant to solve problems, frequently avoiding responsibility for their errors. Moderate number of arguments and requires some additional staff time/resources to resolve. U - Rarely acknowledges problems, avoiding responsibility and compounds them. Argumentative requiring much additional staff time/resources to resolve. N/A - The question is not applicable to this evaluation		
E4	Did the contractor submit accurate, complete invoices in a timely manner?	ranking = ME
EX - Performance in this area can not be Exceptional EE - No errors, accurate representation of work completed ME - Few billing errors, quickly corrected and submitted I - Some billing errors, corrected and submitted requiring some staff time/resources to resolve U - Too many errors, frequent misrepresentations of completed work requiring much staff time/resources to resolve N/A - The question is not applicable to this evaluation		
E5	Did the contractor provide competitive change order pricing?	ranking = ME
EX - Change order quotes are reasonable, timely. Occasionally exceeds scope at not cost to City. EE - Change order quotes are reasonable and timely; no unresolved issues. ME - Change order quotes are reasonable and timely with complete backup documentation, few unresolved issues. I - reluctant to negotiate, sometimes compromises, some unresolved issues remain. Requires some additional staff time to resolve. U - Contractor is not willing to compromise. Difficult, if not impossible, to negotiate with, many unresolved issues requiring much additional staff time/resources. N/A - The question is not applicable to this evaluation.		
E6	Did the contractor accept responsibility for the full scope and extent of the contract?	ranking = ME
EX - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. Value added to project by suggestions improving scope or reducing City cost. EE - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. ME - Good acceptance of their scope and financial responsibility. Few omissions and few arguments most resolved to City's satisfaction. I - Poor acceptance of their scope and financial responsibility. Several omissions and several arguments; some not resolved to City's satisfaction. Requires some additional staff time/effort. U - Poor acceptance of their scope and financial responsibility. Many omissions and many frivolous arguments often not resolved to City's satisfaction. Requires much additional staff time/effort. N/A - The question is not applicable to this evaluation.		
E7	Did the contractor coordinate to minimize disruption to the public and City operations?	ranking = ME
EX - Exceptional coordination/planning, always proactive, always resulting in satisfied staff and public. EE - Excellent coordination/planning always proactive, usually resulting in satisfied staff and public. ME - Good coordination/planning usually proactive, often resulting in satisfied staff and public. I - Poor coordination/planning often reactive, sometimes resulting in unsatisfied staff and public. Requires some additional staff time/resources. U - Poor or no coordination/planning usually reactive, often resulting in unsatisfied staff and public. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.		

 Contractor Performance Evaluation <small>version 1.2 - Feb 25-15</small>		<input type="checkbox"/> Final <input checked="" type="checkbox"/> Interim # 2 DATE: Dec 06/16	
CONTRACTOR: Four Seasons Site Development Ltd.			
PROJECT NAME: Shuter Street - Yonge Street to Sherbourne Street.			
DESCRIPTION: Watermain replacement, Wastewater upgrades and Major Road Resurfacing and Watermain Trench Restoration		Ranking	
CONTRACT No.: 16ECS-TI-18SP	START DATE: Aug 2/2016	For definitions refer to Backup sheets	
CONTRACT VALUE: \$3,261,824	COMPLETION DATE: Dec 16/16	U	I ME EE EX NA
A. SAFETY & COMPLIANCE - Laws & Standards		sub-score 3.00	Weight: 25%
1. Did the contractor comply with OHSA requirements?			<input checked="" type="checkbox"/>
2. Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies?			<input checked="" type="checkbox"/>
3. Did the contractor take adequate precautions with any hazardous materials and designated substances?			<input checked="" type="checkbox"/>
B. QUALITY - Compliance with Contract Standards & Specifications		sub-score 2.50	Weight: 25%
1. Did the contractor comply with standards and specifications in the contract?			<input checked="" type="checkbox"/>
2. Was the quality and workmanship in compliance with the contract documents?			<input checked="" type="checkbox"/>
3. Did the contractor promptly & effectively correct defective work as the project progressed?			<input checked="" type="checkbox"/>
C. ORGANIZATION - Work Plan and Management		sub-score 2.85	Weight: 12.5%
1. Did the contractor submit a satisfactory baseline schedule in compliance with the contract?			<input checked="" type="checkbox"/>
2. Did the contractor commence the work on time?			<input checked="" type="checkbox"/>
3. Did the contractor submit schedule updates in accordance with the contract?			<input checked="" type="checkbox"/>
4. Did the contractor adequately staff and resource the project in compliance with the contract?			<input checked="" type="checkbox"/>
5. Did the contractor provide adequate & competent site supervision?			<input checked="" type="checkbox"/>
6. Did the contractor effectively coordinate and manage the work of its subcontractors?			<input checked="" type="checkbox"/>
7. Did a person with decision-making authority represent the contractor at pay/progress meetings?			<input checked="" type="checkbox"/>
8. Did the contractor submit timely, relevant requests for information (RFIs) as needed?			<input checked="" type="checkbox"/>
9. Were shop drawings submitted according to shop drawing schedule and in compliance with the contract?			<input checked="" type="checkbox"/>
D. EXECUTION - Work Performance		sub-score 2.77	Weight: 25%
1. Did the contractor complete the project on time?			<input checked="" type="checkbox"/>
2. Did the contractor follow the approved schedule and meet milestones?			<input checked="" type="checkbox"/>
3. Did the contractor provide effective quality control?			<input checked="" type="checkbox"/>
4. Did the contractor keep the site clean and free of trash and debris in compliance with the contract?			<input checked="" type="checkbox"/>
5. Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs?			<input checked="" type="checkbox"/>
6. Did the contractor seek authorization to perform extra or additional work?			<input checked="" type="checkbox"/>
7. Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge?			<input checked="" type="checkbox"/>
8. Was the quality and submission timelines of the following items acceptable?			
8.1 Look ahead schedules or work plans			<input checked="" type="checkbox"/>
8.2 Accurate and complete record documents (as-builts)			<input checked="" type="checkbox"/>
8.3 Complete operations and maintenance manuals and closeout documents			<input checked="" type="checkbox"/>
8.4 Secure and/or closed applicable municipal permits			<input checked="" type="checkbox"/>
8.5 Startup testing and commissioning reports			<input checked="" type="checkbox"/>
8.6 Training plan and manuals			<input checked="" type="checkbox"/>
E. ADMINISTRATION - Contractor Performance and Diligence		sub-score 2.81	Weight: 12.5%
1. Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders?			<input checked="" type="checkbox"/>
2. Did the contractor participate in resolving project problems and display initiative to implement solutions?			<input checked="" type="checkbox"/>
3. Did the contractor demonstrate accountability for problems for which they were responsible?			<input checked="" type="checkbox"/>
4. Did the contractor submit accurate, complete invoices in a timely manner?			<input checked="" type="checkbox"/>
5. Did the contractor provide competitive change order pricing?			<input checked="" type="checkbox"/>
6. Did the contractor accept responsibility for the full scope and extent of the contract?			<input checked="" type="checkbox"/>
7. Did the contractor coordinate to minimize disruption to the public and City operations?			<input checked="" type="checkbox"/>
		2.77	Total Score (weighted)
Name (Print or Type)		Signature	Date
Project Manager:	Dan Christensen		Dec. 6, 2016
Manager:	Mohammad Kashani		06 DEC 2016
Director: <small>(required for Final only)</small>	Frank Clarizio		
NOTE: If the contractor disagrees with this evaluation, it is to submit its objections in writing with supporting evidence within five (5) business days to the Division Manager (for Interim Reports) or to the Division Director (for Final Reports)			

 CPE Definitions & Comments/Backup - Four Seasons Site Development Ltd.		Date: Dec 08/16
version 1.2 - Feb 25-15		
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A SAFETY & COMPLIANCE - Laws & Standards		COMMENTS/BACKUP
A1	Did the contractor comply with OHSA requirements?	ranking = ME
<p>EX - Performance in this area can not be Exceptional</p> <p>EE - Strict compliance with OHSA requirements with no exceptions</p> <p>ME - Complies with OHSA requirements with very minor issues that are immediately remedied</p> <p>I - Inconsistent compliance with OHSA requirements; minor contraventions that are corrected; few if any lost time injuries and no critical injuries</p> <p>U - Does not comply with an appropriate safety program; lost time injuries, including but not limited to critical injuries; serious OHSA contraventions and/or convictions</p> <p>N/A - The question is not applicable to this evaluation.</p>		
A2	Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies?	ranking = ME
<p>EX - Performance in this area can not be Exceptional</p> <p>EE - Fully complies with environmental and (non-OHSA) safety requirements, fair wage, human rights and other laws and policies required by the contract. No problems.</p> <p>ME - Complies with above. Minimal problems, if any.</p> <p>I - Inconsistent compliance with (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract; minor contraventions that are corrected</p> <p>U - Failure to adhere to environmental and (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract; not responsive to directives; requires much additional staff time/resources</p> <p>N/A - The question is not applicable to this evaluation.</p>		
A3	Did the contractor take adequate precautions with any hazardous materials and designated substances?	ranking = N/A
<p>EX - Performance in this area can not be Exceptional</p> <p>EE - Strict compliance with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws</p> <p>ME - Complies with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws; minor contraventions with swift correction</p> <p>I - Inconsistent compliance with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires some additional staff time/resources</p> <p>U - Failure to comply with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires much additional staff time/resources</p> <p>N/A - The question is not applicable to this evaluation.</p>		
B QUALITY - Compliance with Contract Standards & Specifications		COMMENTS/BACKUP
B1	Did the contractor comply with standards and specifications in the contract?	ranking = I
<p>EX - Strict adherence to contract documents. Approved variations added value.</p> <p>EE - Strict adherence to contracts documents especially standards and specifications</p> <p>ME - Some approved deviations but essentially in compliance with standards and specifications</p> <p>I - Problems with compliance with standards and specifications in the contract, but conflicts are resolved. Requires some additional staff time/resources.</p> <p>U - Work frequently does not adhere to the contract standards and specifications resulting in delays and/or claims. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>		
<p>Temporary road restorations were not completed between Jarvis and Sherbourne in accordance with contract stipulations. As per SS.29.0 - Restoration Work, "temporary restoration of trenches within roadways, driveways, sidewalks, and intersections must be completed by the next working day after backfilling of the trench with unshrinkable fill according to TS 13.10 and a minimum of 100mm lift of HLB or match existing asphalt pavement depth, whichever is greater, for the maintenance of traffic. Based on inspection reports, watermain installation between Jarvis and Sherbourne (excluding testing) was completed during construction week #10, October 10 to 18, 2016. As of the date of this evaluation, December 6, 2016, trench areas have not been restored with HLB to the surface. As a result this has had, and continues to have, negative impacts with respect to 1) vehicle traffic as the roadway has not been fully opened for the maintenance of traffic, 2) pedestrian traffic and resident inconveniences as construction fencing has been left in place for a longer than desired period along the north curb-line. Refer to emails a, b, c, d, e, f, and photos 1, 2, 3 in support of temporary restoration issues. In addition to temporary road restorations, improvements could be made with respect to the maintenance of traffic control, general-house keeping, etc. Refer to attached emails g, h, i, j</p>		

 CPE Definitions & Comments/Backup - Four Seasons Site Development Ltd.		Date:
version 1.2 - Feb 25-15		Dec 06/16
<p>EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project.</p> <p>EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent.</p> <p>ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues.</p> <p>I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources.</p> <p>U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources.</p> <p>For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.</p>		
B2	<p>Was the quality and workmanship in compliance with the contract documents?</p> <p>EX - Superior workmanship and quality. Creative, approved substitutions add value.</p> <p>EE - Workmanship is excellent and meets peak requirements of the contract documents. No rework.</p> <p>ME - Minimal problems and defects. The majority of workmanship is good and meets minimum requirements of the contract documents. Some minor rework required.</p> <p>I - The majority of work is satisfactory in compliance with the contract documents with moderate rework. Requires some additional staff time/resources.</p> <p>U - Contractor is made to do several tasks repeatedly due to substandard workmanship and deliverables. Often not in compliance with the contract documents. Extensive rework required. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	ranking = ME
B3	<p>Did the contractor promptly & effectively correct defective work as the project progressed?</p> <p>EX - Performance in this area can not be Exceptional.</p> <p>EE - Contractor promptly responds and addresses all defective work. All work is of the highest quality.</p> <p>ME - Timely responses to correct defective work. Quality of work is average.</p> <p>I - Unacceptable work is eventually corrected to the satisfaction of the City. Requires some additional staff time/resources.</p> <p>U - Does not acknowledge or correct problems. Little or no response to repeated defective work and repeated field directives. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	ranking = N/A
<p>C. ORGANIZATION - Work Plan and Management COMMENTS/BACKUP</p>		
C1	<p>Did the contractor submit a satisfactory baseline schedule in compliance with the contract?</p> <p>EX - Contractor submitted baseline schedule and all submissions on time and complete, accelerating the project.</p> <p>EE - Contractor submitted baseline schedule and all submissions on time and complete.</p> <p>ME - Contractor submitted majority of submissions and baseline schedule on time and complete.</p> <p>I - Adequate number of submissions on time, resulting in few problem/delays. Requires some additional staff time/resources.</p> <p>U - No satisfactory baseline schedule submitted and very few submissions submitted on time, causing problems. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	ranking = ME
C2	<p>Did the contractor commence the work on time?</p> <p>EX - Performance in this area can not be Exceptional.</p> <p>EE - Contractor accelerates schedule and mobilizes and commences work ahead of contract requirement.</p> <p>ME - Contractor mobilizes and commences work according to the contract requirement.</p> <p>I - Contractor mobilizes and commences work according to the contract requirement with minor delay.</p> <p>U - Contractor slow to mobilize and does not commence work according to the contract requirements, resulting in major delay.</p> <p>N/A - The question is not applicable to this evaluation.</p>	ranking = ME
C3	<p>Did the contractor submit schedule updates in accordance with the contract?</p> <p>EX - Contractor submits timely, accurate schedule updates in accordance with the contract, accelerating the project.</p> <p>EE - The contractor submits schedule updates timely, accurate and in accordance with the contract.</p> <p>ME - The contractor submits schedule updates usually timely, accurate and in accordance with the contract.</p> <p>I - The contractor submits schedule updates periodically with some inaccuracies but largely in accordance with contract. Requires some additional staff time/resources.</p> <p>U - The contractor frequently submits schedule updates late, inaccurate and not in accordance with the contract. Requires much additional staff time/resources.</p> <p>N/A - The question is not applicable to this evaluation.</p>	ranking = ME

 CPE Definitions & Comments/Backup - Four Seasons Site Development Ltd. version 1.2 - Feb 25-15		Date: Dec 06/16
<p> EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project. EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues. I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources. U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources. </p> <p>For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.</p>		
C4	Did the contractor adequately staff and resource the project in compliance with the contract? EX - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, appropriate equipment always well maintained and available when needed, adding significant value to the project. EE - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, equipment always well maintained and available when needed. ME - The project has a qualified workforce and maintains an aggressive schedule. Equipment needed is usually available, no delays. I - Adequately staffed, periodically hinders project, equipment needed often available, minor delays. U - Poorly staffed, equipment is not available or reliable constantly resulting in delays. N/A - The question is not applicable to this evaluation.	ranking = ME
C5	Did the contractor provide adequate & competent site supervision? EX - Exceptional site supervision anticipating problems and adding significant value to the project. EE - Well staffed with highly qualified site supervision present to direct others as needed. ME - Qualified site supervision with necessary skill present to direct others as needed. I - Adequately staffed with sufficient site supervision periodically hindering project. Requires some additional staff time/resources. U - Poorly staffed, unqualified site supervision constantly hindering project. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = I More attention with respect to maintenance of traffic control, house-keeping, etc. would be beneficial as issues regarding these items needed to be pointed out by city staff at times. Refer to attached emails g, h, i, j.
C6	Did the contractor effectively coordinate and manage the work of its subcontractors? EX - Performance in this area can not be Exceptional EE - Superior workmanship. Contractor effectively coordinates and manages the work of its subcontractors ME - Minimal problems, the majority of coordination and management of subcontractors is good. I - The majority of coordination and management meets project requirements but moderate rework required. Requires some additional staff time/resources. U - Contractor does not effectively coordinate and manage the work of its subcontractors and requires extensive rework. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = ME
C7	Did a person with decision-making authority represent the contractor at pay/progress meetings? EX - Pay/Progress meetings always attended by decision-making authority. Adds value to project. EE - Pay/Progress meetings always attended by decision-making authority. ME - Pay/Progress meetings usually attended by decision-making authority. I - Pay/Progress meetings mostly have sufficient representation by decision-making authority. U - Pay/Progress meetings have little or no attendance by decision-making authority. N/A - The question is not applicable to this evaluation.	rank = ME
C8	Did the contractor submit timely, relevant requests for information (RFIs) as needed? EX - Timely, accurate and in accordance with contract anticipating and avoiding problems and delays. EE - Timely, accurate and in accordance with contract. ME - Usually timely, accurate and in accordance with contract. I - Frequently late, sometimes inaccurate, and sometimes not in accordance with contract. Requires some additional staff time and resources. U - Constantly late, inaccurate, requiring frequent reminders, seldom in accordance with contract. Requires much additional staff time and resources. N/A - The question is not applicable to this evaluation.	ranking = ME

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<p> EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project. EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues. I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources. U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources. </p> <p>For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.</p>		
C9	Were shop drawings submitted according to shop drawing schedule and in compliance with the contract? EX - Schedule and all shop drawings submitted on time and complete. Creative, approved substitutions added value to the project. EE - Schedule and all shop drawings submitted on time and complete ME - Schedule and most shop drawings submitted on time and complete I - Few schedules and shop drawings submitted on time resulting in problems/delays. Requires some additional staff time and resources. U - Poor or no schedule and shop drawings submitted on time, causing problems. Requires much additional staff time and resources. N/A - The question is not applicable to this evaluation.	ranking = ME
D. EXECUTION - Work Performance		
COMMENTS/BACKUP		
D1	Did the contractor complete the project on time? EX - Contractor exceeds contractual completion date. EE - Contractor meets contractual completion date with no extensions. ME - Contractor meets contractual completion date with approved extensions. I - Contractor misses contractual completion date. Makes efforts to mitigate delay. Requires some additional staff time/resources. U - Contractor misses contractual completion date. Makes little effort to mitigate delay. Requires much additional staff time/resources. N/A - N/A is to be chosen for all but the final evaluation once the project is completed.	ranking = ME
D2	Did the contractor follow the approved schedule and meet milestones? EX - Maintains an accelerated project schedule resulting in early completion of project before contract completion date EE - Meets all milestones and schedule. ME - Meets schedule and key milestones. I - Behind schedule and some key milestones missed. Requires some additional staff time/resources. U - Continually behind schedule and most key milestones missed. Requires much more additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = ME
D3	Did the contractor provide effective quality control? EX - Exceptional QA/QC. No deficiencies. Adds value to Project. EE - Excellent QA/QC. Minor if any deficiencies which are corrected quickly. No additional staff effort required. ME - Adequate quality control. Few deficiencies which are corrected quickly I - Poor quality control. Some deficiencies which takes some additional staff time and effort to correct. U - Unacceptable QA/QC. Many deficiencies which requires much additional staff time and effort to correct. N/A - The question is not applicable to this evaluation.	ranking = ME
D4	Did the contractor keep the site clean and free of trash and debris in compliance with the contract? EX - Performance in this area can not be Exceptional EE - Project site kept very clean and free of trash and debris ME - Most trash, debris cleaned up on a daily basis from project site I - Contractor periodically cleans up project site with minimal directive U - Non-responsive to repeated directives to clean up project site. Site not clean and visible trash and debris N/A - The question is not applicable to this evaluation.	ranking = I Please refer to the latter comments in Item B1 above.
D5	Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs? EX - Performance in this area can not be Exceptional EE - All change orders, change directives, site instructions, RFQ's responded to immediately ME - All change orders, change directives, site instructions, RFQ's responded to in a timely manner with proper accurate documents I - Most change orders, change directives, site instructions, RFQ's responded to in a timely manner, some delays and problems U - Generally non-responsive to change orders, change directives, site instructions. Slow response to RFQs. N/A - The question is not applicable to this evaluation.	ranking = I Please refer to the comments with respect to temporary restorations in Item B1 above. Requests to have this work completed were not met.

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D6	Did the contractor seek authorization to perform extra or additional work? EX - Performance in this area can not be Exceptional EE - Provides quote and proceeds only after approval received. Occasionally expands scope at no cost to City. ME - Provides quote and proceeds only after approval received. I - Occasionally proceeds with work before quote reviewed and approved. U - Frequently proceeds with work without review or approval. N/A - The question is not applicable to this evaluation.	ranking = ME
D7	Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge? EX - On exceptional terms with subcontractors, utilities and public. No disputes. No liens or formal claims. Excellent working relationships adds value to the project. EE - On excellent terms with subcontractors, utilities and public. Few if any disputes resolved promptly. ME - Mostly on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims promptly. I - Sometimes on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims requiring some staff time and effort. U - Rarely on good terms with subcontractors, utilities and public. If resolved, disputes, liens and formal claims require much staff time and effort.	ranking = ME
D8	Was the quality and submission timelines of the following items acceptable?	
D8.1	• Look ahead schedules or work plans	ranking = ME
D8.2	• Accurate and complete record documents (as-builts)	ranking = N/A
D8.3	• Complete operations and maintenance manuals and closeout documents	ranking = N/A
D8.4	• Secure and/or closed applicable municipal permits	ranking = N/A
D8.5	• Startup testing and commissioning reports	ranking = ME
D8.6	• Training plan and manuals	ranking = N/A
	EX - All submissions on time and of exceptional quality, adding value to the project. EE - All submissions on time and of excellent quality. ME - Most submissions on time and of good quality. Remaining revised and resubmitted quickly. I - Some submissions late and of poor quality. Remaining revised and resubmitted slowly requiring some additional staff time and resources. U - Most submissions late and of poor quality. Much revision and resubmission requiring much additional staff time and resources. N/A - The question is not applicable to this evaluation.	
E ADMINISTRATION - Contractor Performance and Diligence		
COMMENTS/BACKUP		
E1	Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders? EX - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents, adding significant value to the project. EE - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents. ME - Communication with the contract administrator and all stakeholders timely, satisfactory, and in accordance with the contract. I - Communication with the contract administrator and all stakeholders poor and causes periodic problems. Requires some additional staff time/resources. U - Contractors communication with the contract administrator and all stakeholders poor and the cause of constant problems. Strongly impacts the success of the project. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.	ranking = ME
E2	Did the contractor participate in resolving project problems and display initiative to implement solutions? EX - Cooperates in solving project problems often mitigating them. Creative solutions add value. No arguments, few and fair Change Orders. Quick resolution. EE - Cooperates in solving problems sometimes mitigating them. Few arguments, fair Change Orders and quick resolution. ME - Consistently cooperates in solving problems. Few arguments, reasonable solutions, quotes and timelines offered to solve. I - Reluctant to cooperate. Few reasonable solutions offered. Moderate number of arguments, expensive Change Orders and requires some additional staff time/resources to resolve. U - Rarely cooperates. Few reasonable solutions offered. Many arguments, expensive Change Orders and requires much additional staff time/resources to resolve. N/A - The question is not applicable to this evaluation.	ranking = ME

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E3	Did the contractor demonstrate accountability for problems for which they were responsible?	ranking = ME
<p> EX - Cooperates in solving their problems and others. Creative solutions add value. Always accepts responsibility for their errors with no argument and quick resolution. EE - Always cooperates in solving problems often mitigating them. Always accepts responsibility for their errors with no argument and quick resolution. ME - Consistently cooperates in solving problems (damages, errors, omissions, defective work) usually accepting responsibility. Few arguments and quick resolution. I - Reluctant to solve problems, frequently avoiding responsibility for their errors. Moderate number of arguments and requires some additional staff time/resources to resolve. U - Rarely acknowledges problems, avoiding responsibility and compounds them. Argumentative requiring much additional staff time/resources to resolve. N/A - The question is not applicable to this evaluation. </p>		
E4	Did the contractor submit accurate, complete invoices in a timely manner?	ranking = ME
<p> EX - Performance in this area can not be Exceptional EE - No errors, accurate representation of work completed ME - Few billing errors, quickly corrected and submitted I - Some billing errors, corrected and submitted requiring some staff time/resources to resolve U - Too many errors; frequent misrepresentations of completed work requiring much staff time/resources to resolve N/A - The question is not applicable to this evaluation. </p>		
E5	Did the contractor provide competitive change order pricing?	ranking = ME
<p> EX - Change order quotes are reasonable, timely. Occasionally expands scope at not cost to City EE - Change order quotes are reasonable and timely; no unresolved issues ME - Change order quotes are reasonable and timely with complete backup documentation, few unresolved issues I - reluctant to negotiate, sometimes compromises, some unresolved issues remain. Requires some additional staff time to resolve U - Contractor is not willing to compromise. Difficult, if not impossible, to negotiate with; many unresolved issues requiring much additional staff time/resources. N/A - The question is not applicable to this evaluation. </p>		
E6	Did the contractor accept responsibility for the full scope and extent of the contract?	ranking = ME
<p> EX - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. Value added to project by suggestions improving scope or reducing City cost. EE - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. ME - Good acceptance of their scope and financial responsibility. Few omissions and few arguments most resolved to City's satisfaction I - Poor acceptance of their scope and financial responsibility. Several omissions and several arguments; some not resolved to City's satisfaction. Requires some additional staff time/effort. U - Poor acceptance of their scope and financial responsibility. Many omissions and many frivolous arguments often not resolved to City's satisfaction. Requires much additional staff time/effort. N/A - The question is not applicable to this evaluation. </p>		
E7	Did the contractor coordinate to minimize disruption to the public and City operations?	ranking = I
<p> EX - Exceptional coordination/planning, always proactive, always resulting in satisfied staff and public. EE - Excellent coordination/planning always proactive, usually resulting in satisfied staff and public. ME - Good coordination/planning usually proactive, often resulting in satisfied staff and public. I - Poor coordination/planning often reactive, sometimes resulting in unsatisfied staff and public. Requires some additional staff time/resources. U - Poor or no coordination/planning usually reactive, often resulting in unsatisfied staff and public. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation. </p> <p> It is believed that temporary restorations between Jarvis and Sherbourne would have maintained disruptions to the public and City Operations. Refer to comments with respect to temporary restorations in item B1 above. </p>		

Attachment 10. Letter to Four Seasons Imposing a Temporary Six Month Suspension



Michael Pacholok, Director

Purchasing & Materials Management Division
City Hall
100 Queen Street West
16th Floor, West Tower
Toronto, ON M5H 2N2

Joanne Kehoe
Manager
Construction Services

February 9, 2017

via email (2 Pages)

Rohit Bansal
Four Seasons Site Development Inc.
42 Wentworth Court, Unit 1
Brampton, Ontario
L6T 5K6

Re: Temporary Suspension from City of Toronto Procurement Calls
Supplier Performance Assessment: 16 ECS-TI-11SP; 16ECS-TI-18SP

Dear Mr. Bansal:

This letter is to provide notice that the City's Engineering and Construction Services Division has carried out an assessment at the end of the above referenced contracts with Four Seasons Development Inc. ("Four Seasons"). This assessment, as set out in the attached memorandum from the Director of Engineering and Construction Services, was triggered by the following matters for which you have previous notice:

- Poor Interim Performance Rating (2.01) - Contract 16 ECS-TI-11SP (College Street Construction), September 14, 2016
- Termination for Default - Contract 16 ECS-TI-11SP, October 5, 2016
- Poor Interim Performance Rating #1 (2.17) – Contract 16ECS-TI-18SP (Shuter Street Construction), December 20, 2016, with a current average performance rating of 2.47 across two Interim Performance Ratings.

As Chief Purchasing Official, I am authorized to temporarily suspend any Contractor's eligibility to bid on City Contracts for up to six (6) months, for supplier performance matters as set out in the Purchasing Chapter of the Toronto Municipal Code (See: Section 195-13.11 – Supplier Performance and Section 195-13.14 - Suspension of Suppliers from future solicitations: http://www.toronto.ca/legdocs/municode/1184_195.pdf).

Based on the memo enclosed, I am exercising my authority to temporarily suspend Four Seasons from being awarded any contracts from the City for a period of six (6) months from the date of this letter or until this matter has been considered by Council. Any objections to the basis for this temporary suspension should be addressed to my attention in writing.

City staff are also in the process of preparing a Staff Report to City Council that will recommend that Four Seasons be suspended from being awarded contracts with the City of Toronto for a period of 1 to 5 years. The reasons for the suspension, as more particularly set out in the attached assessment, will also be included in the Staff Report. The Staff Report is scheduled to be on the agenda at the April 12th, Public Works and Infrastructure Committee.

Your firm will have an opportunity to present a deputation before Public Works and Infrastructure Committee by registering with the Committee Clerk (see <http://www.toronto.ca/legdocs/tmmis/have-your-say.htm> for more details).

The suspension of Four Seasons will be noted on the City's website initially as a six (6) month suspension, pending the decision by City Council. Four Seasons will not be eligible to be awarded any future City contracts or perform work as a subcontractor on those contracts for the duration of the suspension. The suspension will also apply to any of Four Season's affiliated persons within the meaning of the Purchasing Chapter.

This will not relieve Four Seasons from performing any existing contracts or subcontracts, unless otherwise notified.

Yours truly,

Michael Pacholok, J.D.
Chief Purchasing Official & Director
Purchasing & Materials Management

Encl.

- Memorandum from Director of Engineering and Construction Services

16ECS-TI-11SP – College

- Revised Interim CPE 16ECS-TI-11SP
- Warning Letter - Four Seasons - 16ECS-TI-11SP - Interim #1
- 16ECS-TI-11SP - Termination – 161005

16ECS-TI-18SP - Shuter

- 16ECS-TI-18SP - CPE - Interim #1 - Oct. 3 2016
- 16ECS-TI-18SP - CPE - Interim #2 – Dec 6 2016
- Warning Letter - Four Seasons 16ECS-TI-18SP - Interim#1