



Presentation to BCACG

October 3, 2016



Updates from Construction Working Groups

CPEs



Contractor Performance Evaluation (CPE)

Collaborative Meeting:

- First meeting held with Association representatives (4 in attendance) on July 8, 2016.
 - Provided overview of CPE procedure and addressed questions and concerns
 - Provided trending of CPE scores
 - Scoring methodology used on the CPE Report.
 - Discussed proposed recommendations:

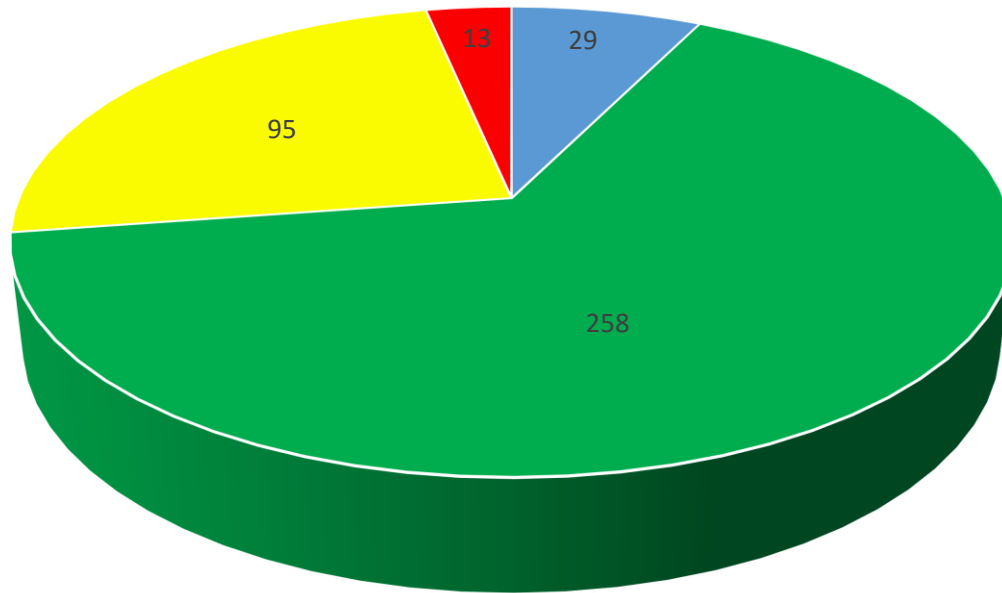


Contractor Performance Evaluation (CPE)

- Proposed recommendations (to be submitted for consideration at City Steering Committee):
 - 1) Recommend that a CPE score trend be published periodically on the Toronto.ca website. The group agreed this could possibly be achieved with a colourized pie chart. Based on stats presented at the July 8th meeting the chart might look as follows:

Contractor Performance Evaluation (CPE)

CPE Projects, by Score
Oct 2013- July 2016
(Total 395 Projects tracked)



■ >3.5 ■ 3.0-3.5 ■ 2.5-2.99 ■ <2.5



Contractor Performance Evaluation (CPE)

2) Recommend that there is a formal debrief at the end of a construction project to properly discuss CPE score and provide opportunity for feedback. Normal objection period would commence thereafter.

The group also agreed that they would review the CPE Report to review draft City changes and to understand how the scoring worked.



Contractor Performance Evaluation (CPE)

Second meeting held with Association representatives (2 in attendance) on September 26, 2016.

- Commenced review of the CPE Report and reviewed changes made in comparison to suggestions made in the joint letter dated March 24, 2016 received from TARBA, GTSWCA, and HCAT



Contractor Performance Evaluation (CPE)

- Achieved the following on the draft:
 - Revised scoring on some criteria to allow for an EX score
 - Revised instructional language on certain criteria to avoid duplication and make the rating more clear.
 - Added reference to a Transportation Plan where none previously existed.
- This review will continue at the next meeting in late Oct /Early Nov (Date TBD).



Updates from Construction Working Groups

Pre-qualification



Prequalification of Contractors

The following was agreed at the joint City-Contractor June 8/16 subgroup meeting:

1. Consolidate RTPs in standard templates for: linear, large specialized, roster, and general.
2. Longer durations agreed provided annual opportunity to be added to current roster, general, linear. Does not apply to one-off specialized. Contractors do not want number on roster limited. City to consider.
3. Unanimous agreement to establish consistent criteria and weighting. Criteria and weighting may occasionally need to be adjusted for unique situations.
4. Unanimous agreement that a guideline for creating RTPs, criteria and weighting is worthwhile. Contractors wish this to be public
5. Unanimous agreement that a guideline for assessing submissions is worthwhile. Contractors wish this to be public.
6. QA/QC by peer or manager of value. To be part of guidelines for 4 and 5 above.
7. Unanimous agreement to use CCDC 11 for standard qualifications submissions. Supplementary qualifications may be added to the RTP template as required. Standard format and submissions should reduce errors and non-compliance.
8. A H&S questionnaire was considered redundant by the Contractors if COR is met. A questionnaire at least for the interim was acceptable.
9. A master legal agreement was also considered of value.



Prequalification of Contractors

Pre-qual next steps are summarized as follows:

1. Roster and General RTP mostly used by Facilities and Parks.
Consolidation/standardization/criteria/weighting by Justin, Dave, and Joanne.
Drafts due end of August.
2. Specialized RTP mostly used by ECS and TW.
Consolidation/standardization/criteria/weighting by Brian and Garry. Drafts due end of August
3. Linear RTP consolidation/standardization/criteria/weighting by Rob Burlie or delegate.
4. Guideline for creating and assessing RTPs to be drafted by Brian and Garry using QMS format.
5. City to draft H&S questionnaire.
6. Toronto Water master legal agreement to be provided by Frank Trinchini for Division legal counterparts to consider and use as a basis for a City pre-qual Master Legal agreement
7. Drafts to be submitted end of August. Review meeting to follow mid to late September.



Updates from Construction Working Groups

Pre-Design/Engineering



Invest in Pre-Design/Engineering

Steps taken:

1. Drafting Engineering Consultant Performance Evaluation Tool for internal review and for industry comment
2. Reviewing RFP document to build towards QBS model
3. Created CEO/COT Liason Committee



Updates from Construction Working Groups

Change Order Management



Change Order Management

MISSION: To develop a harmonized and timely COM process including clear understanding of approval authorities and associated time lines for decisions, as well as consistent ongoing communication with contractors during projects.

Status

- Establish a matrix representing current Divisional (ECS, TS, TW, FM & PF&R) change order process, including time taken to complete for each task/authority – Complete
- Meeting with GTSWCA & TARBA in May 2016 – Complete

Next Steps

- Finalize and recommend new delegated levels of authority and improved authorization time lines to Senior Management.
- Develop training to ensure improved communication and consistency of process for City staff.
- Roll out to contractors.

Update on Pilot of Acceleration and Delay Costs in Road Construction Contracts



BCACG Meeting
October 3, 2016

Piloting Contract Approaches to Reduce Traffic Congestion

As directed by City Council, to reduce traffic congestion, ECS is undertaking a pilot project to investigate the use of approaches to reduce construction duration.

Two approaches are being tested:

1. Financial benefit for completing early and delay costs charged for late completion (“Acceleration/Delay”)
2. Recognizing Contractor ability to set and manage construction schedule (“Cost + Time”)

Pilot Projects

The Acceleration/Delay Approach is being tested first
3 resurfacing contracts were tendered in 2016:

- Burnhamthorpe (16ECS-TI-01MR) – complete (3 days early)
- Brimley (16ECS-TI-18MR) – in progress
- Pharmacy/Middlefield (16ECS-TI-11MR) – in progress

Next “Cost + Time” Approach tenders will be piloted:

- Morningside Bridge (Tender in Fall 2016)
- Two 2017 Road Resurfacing Contracts To Be Determined

Pilot Evaluation

PMMD and ECS will report back end of 2017 to the Public Works & Infrastructure Committee on outcome and lessons learned from the Pilot:

- Impact on traffic congestion
- Tender response, industry feedback and project costs
- Contract management implications
- Criteria for future applications



Purchasing and Materials Management's Supply Chain Management Transformation Project (SCMT)

BCACG October 3, 2016

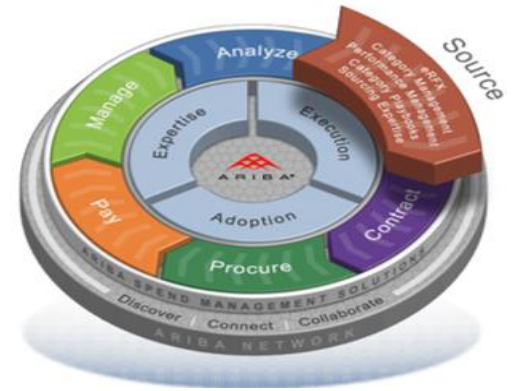


Report to **Government Management Committee (GMC)**



- Council adopted GM13.2 on June 7, 2016 regarding a non-competitive agreement with SAP Canada for the use of SAP Ariba
 - www.toronto.ca/legdocs/mmis/2016/gm/bgrd/backgroundfile-92559.pdf
- Report recommending that:
 - the Chief Information Officer, Information & Technology, and the Treasurer to negotiate and execute a five year contract with SAP Canada for the use of SAP Ariba in the amount of \$11,220,210 net of HST (\$11,417,686 net of HST recoveries), including a credit of \$2,497,930 over five years for a total cost of \$8,919,756 net of HST recoveries,
 - Negotiations to be based on terms and conditions set out in Appendix A, and on other terms and conditions satisfactory to the Chief Information Officer, Information & Technology, and the Treasurer, and in a form satisfactory to the City Solicitor.

SAP Ariba Modules



- Following modules will be implemented:
 - eSourcing Module;
 - P2P Module;
 - Contract Management Module;
 - Supplier Performance Management;
 - Spend Analysis; and
 - Online Catalogue

Next Steps



- Negotiations with SAP Canada in final stages
- Project Team working to review and improve on existing processes
- Project Team will be implementing SAP Ariba over 2017/2018
- If possible, will be looking for Associations to assist in testing of the new system
- More information to come



Questions?

