

Attachment-2 Construction Improvement Workshop Backgrounder

Station Name: Construction Project Delivery

The Construction Project Delivery station will focus on sharing how construction is completed throughout Guelph. This will include:

- How staff are seeking to innovate while making process improvements.
- Address some of the challenges that exist in construction projects and why they may be more difficult to solve than they seem.
- Outlining the construction process and how we are building partnerships to make a difference.

Construction throughout the City

Not all construction throughout the City is completed under contract with the City. Large capital projects such as York Rd, Speedvale and Woolwich, and College Avenue are completed under contract with the City, however, there are a significant number of projects that are completed by third-party contractors under a Road Occupancy Permit with the City. These would include things such as utility work, residential servicing, and industrial servicing. The city ensures these works are completed to municipal standards/requirements, including from a health and safety perspective.

Scheduling and allowance of permits can be complex depending on other work being completed in the area and requests in areas of existing construction or detours.

Overall, a city team of project engineers/managers, contract administrators, inspectors, coordinators, and surveyors work together with contractors and third parties to ensure successful completion of construction projects in Guelph.

Contracts

The contract is the legally binding agreement between the City and the Contractor for the work that is required to complete the project. Contracts have many aspects and can be lengthy with many different stipulations and specifications.

Understanding the contract and specifications is important to the success of the project.

Contracts have general requirements for every project; however, all projects have their own unique characteristics that require specific terms and language for each. For example, specifications for residential streets will differ from those of streets with industrial accesses. Continuously updating and changing our specifications is important to each project as well as staying relevant with the growing needs of the community, the industry, and our partnerships.

Construction Practices

Once construction starts and the work zone has been defined by the contractor, with the Ministry of Labour, that site becomes under their care and control. The contract contains the means to have a contractor complete work, rectify deficiencies, stop work, as well as many other stipulations related to the site. However, as the owner the City needs to follow the contract closely so that should an issue arise, the City would not look to be the Constructor of the project. This has recently been amplified by the Supreme Court case in which Greater Sudbury was named as an Owner on site and was found liable for a death on a worksite.

Contractors all have different means and methods to complete the work within the contract, which is what helps to keep the bids competitive from project to project. This also includes setting the schedule as to what work will happen when throughout the project. However, there are many construction activities that are generalized throughout linear projects across the province.

There are many facets to construction work that may not always be understood by those outside the project – such as temporary water needs, wastewater bypass, sequencing of work, confined areas, simultaneous work, and project limitations. Staff must carefully consider these factors when planning construction project delivery.

Industry Partnerships

Maintaining partnerships across the construction industry is important to the success of projects. The City has many partnerships such as with Conestoga Heavy Construction Association, Waterloo Regional Municipalities, and educational institutions.

Pushing the bar and expanding the thoughts and processes across the industry will be crucial in the future to replace aging infrastructure and get more homes built faster.

At the Construction Project Delivery station, Staff will seek to share how the construction process is impacted by contracts, best practices in construction and how industry partnerships make a difference. Staff will seek to understand from Mayor and Council:

- What are the issues you hear most about from constituents during active construction?
- Are there aspects of the construction process that you would like more information about?

At this station Council will learn more about:

- Standard construction practices and limitations
- Impacts of contracts on project flexibility and schedule
- Contractor and City roles and responsibilities
- How the city is making partnerships to continuously improve construction delivery.