

City of Guelph

Innovative Procurement for a High-Risk Reconstruction Project:

The Construction Review Panel

November 20, 2024



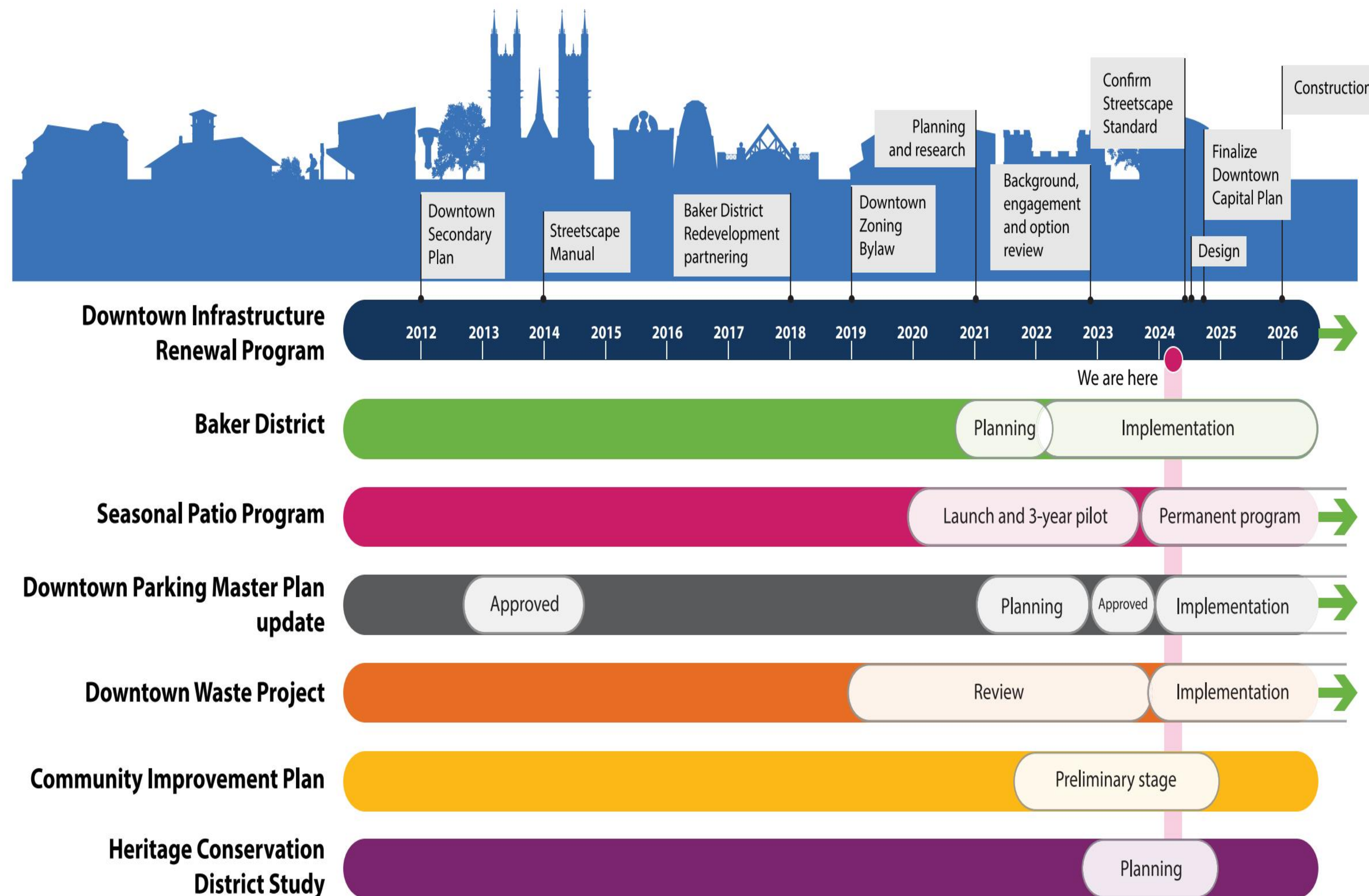
**Downtown
Renewal**

Creating a place for everyone.

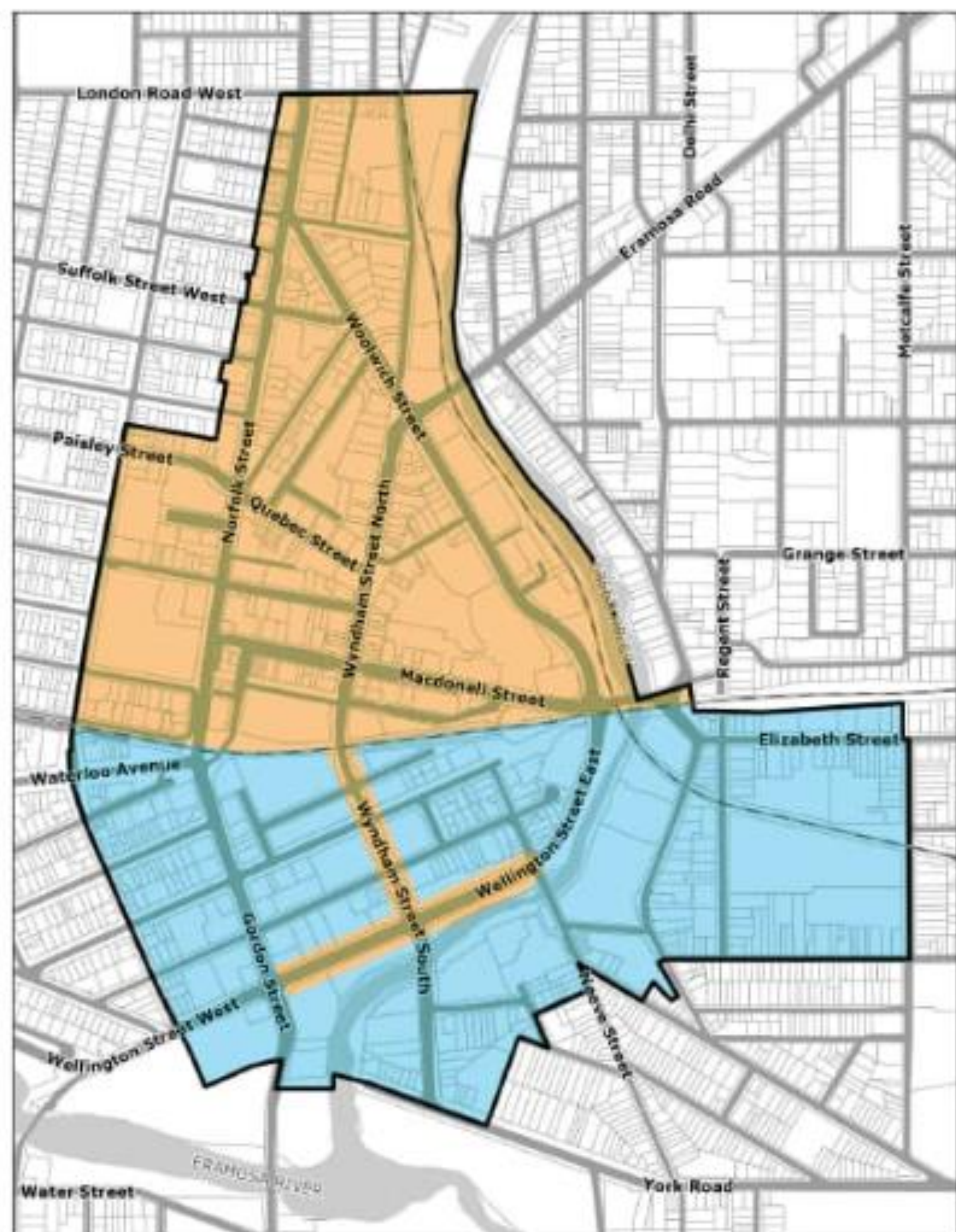
Downtown Guelph



Our Future Downtown



Downtown Infrastructure Renewal Program (DTIRP)



Legend
 Area subject to current DTIRP
 future consideration

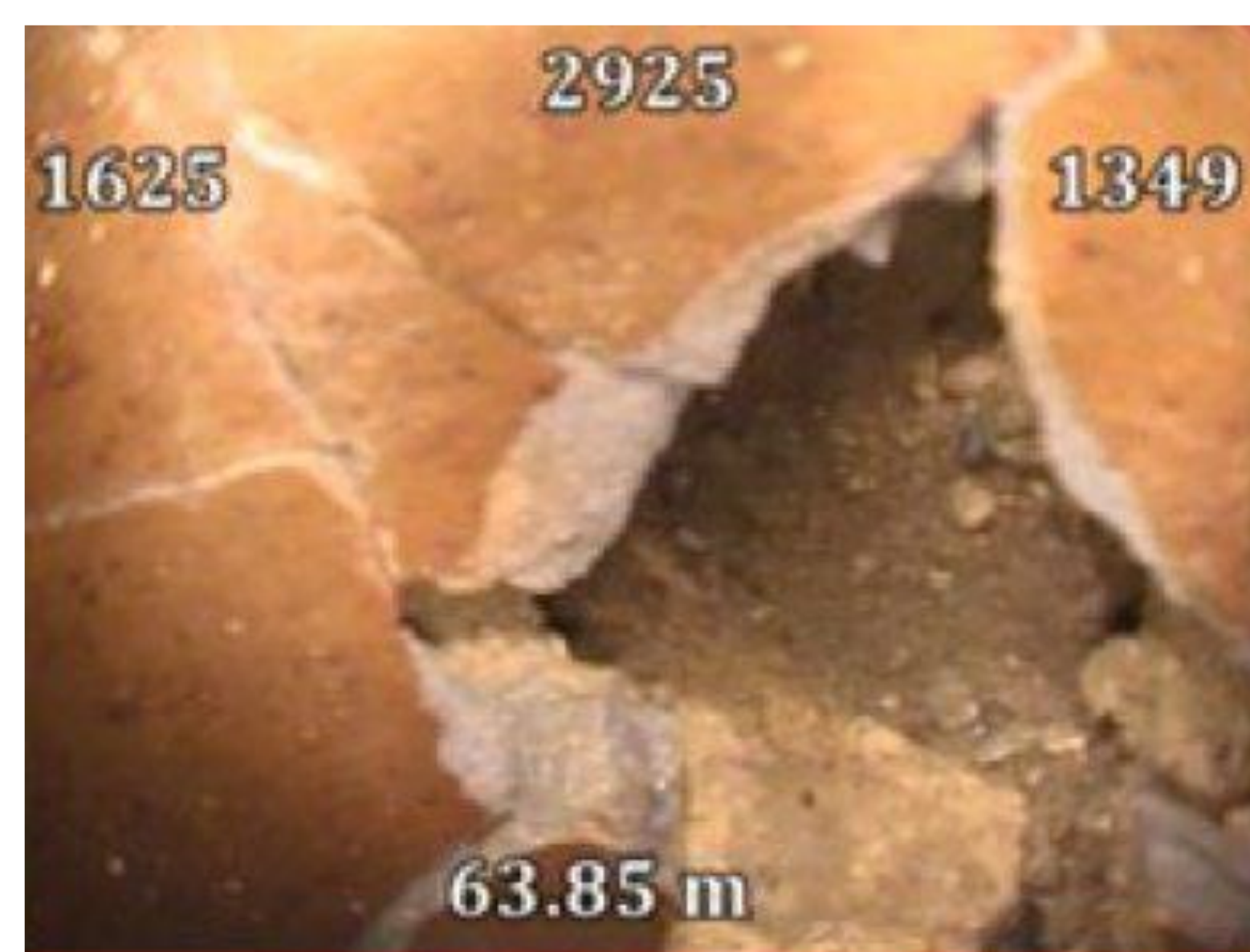
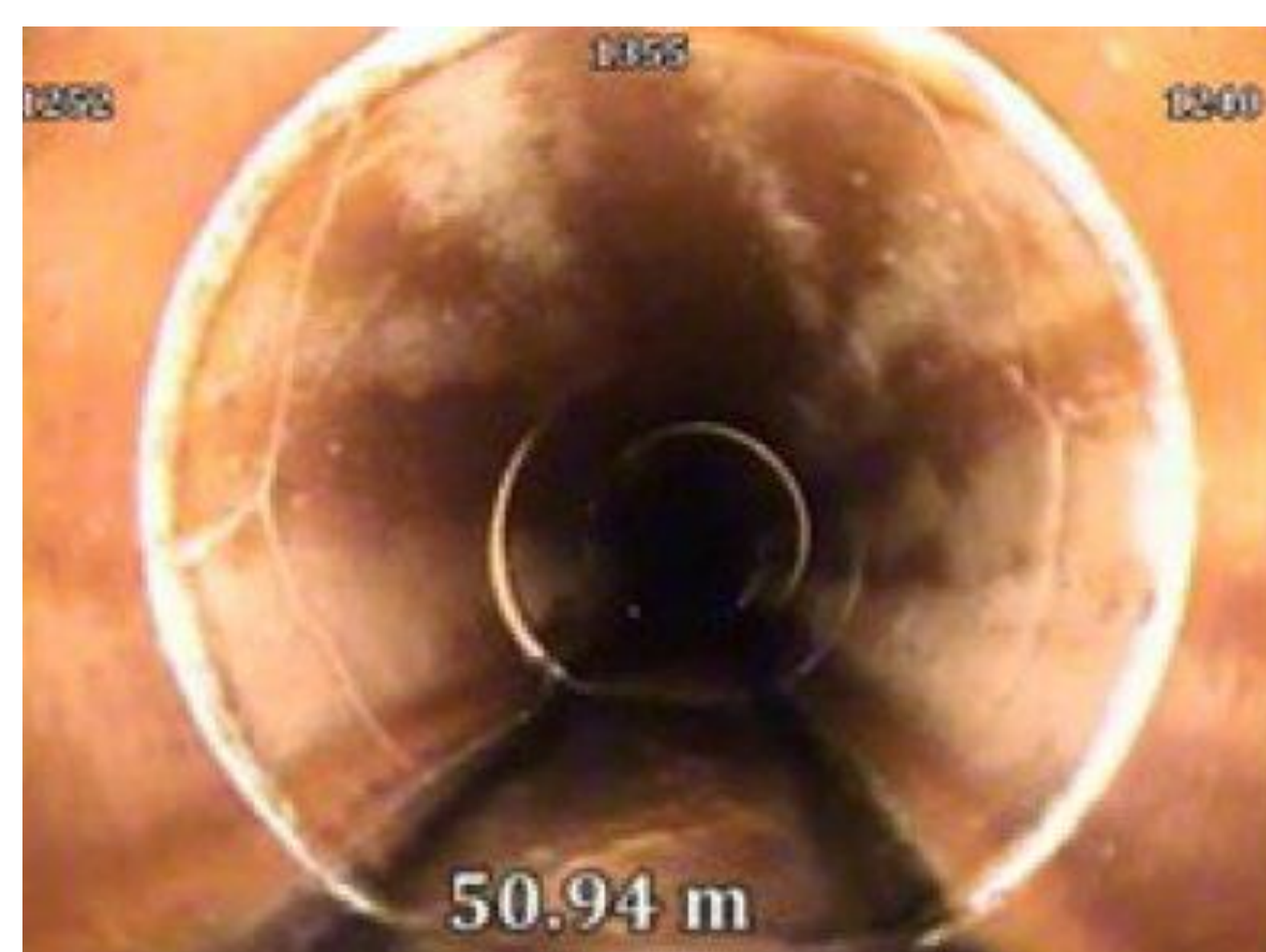
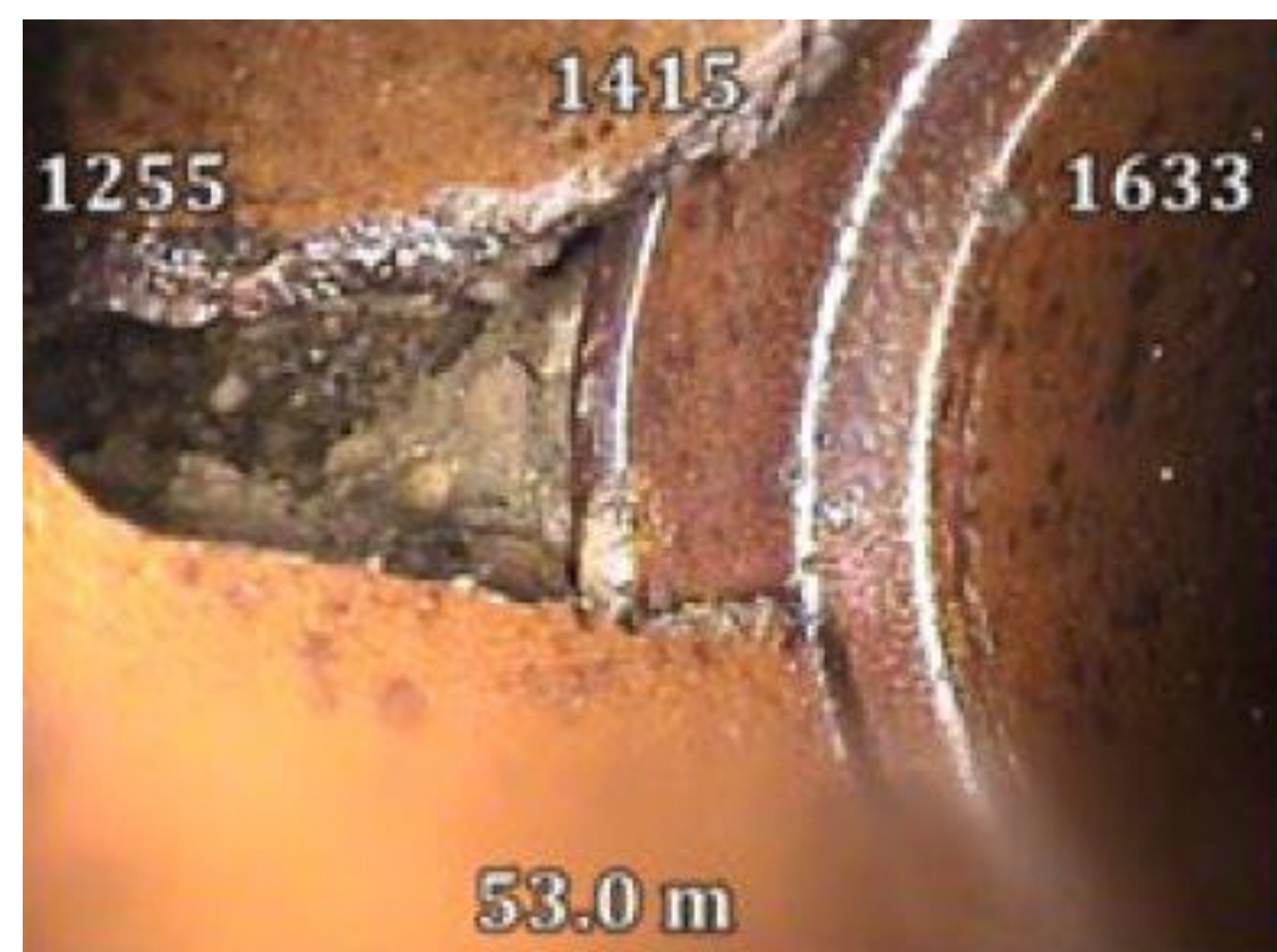
Scope: Reconstruction of municipal infrastructure within the Downtown Secondary Plan area north of the Metrolinx corridor, plus Wyndham Street South and Wellington – area in orange.

Drivers: Enable growth and maintain state of good repair of municipal infrastructure within the Downtown Secondary Plan Area

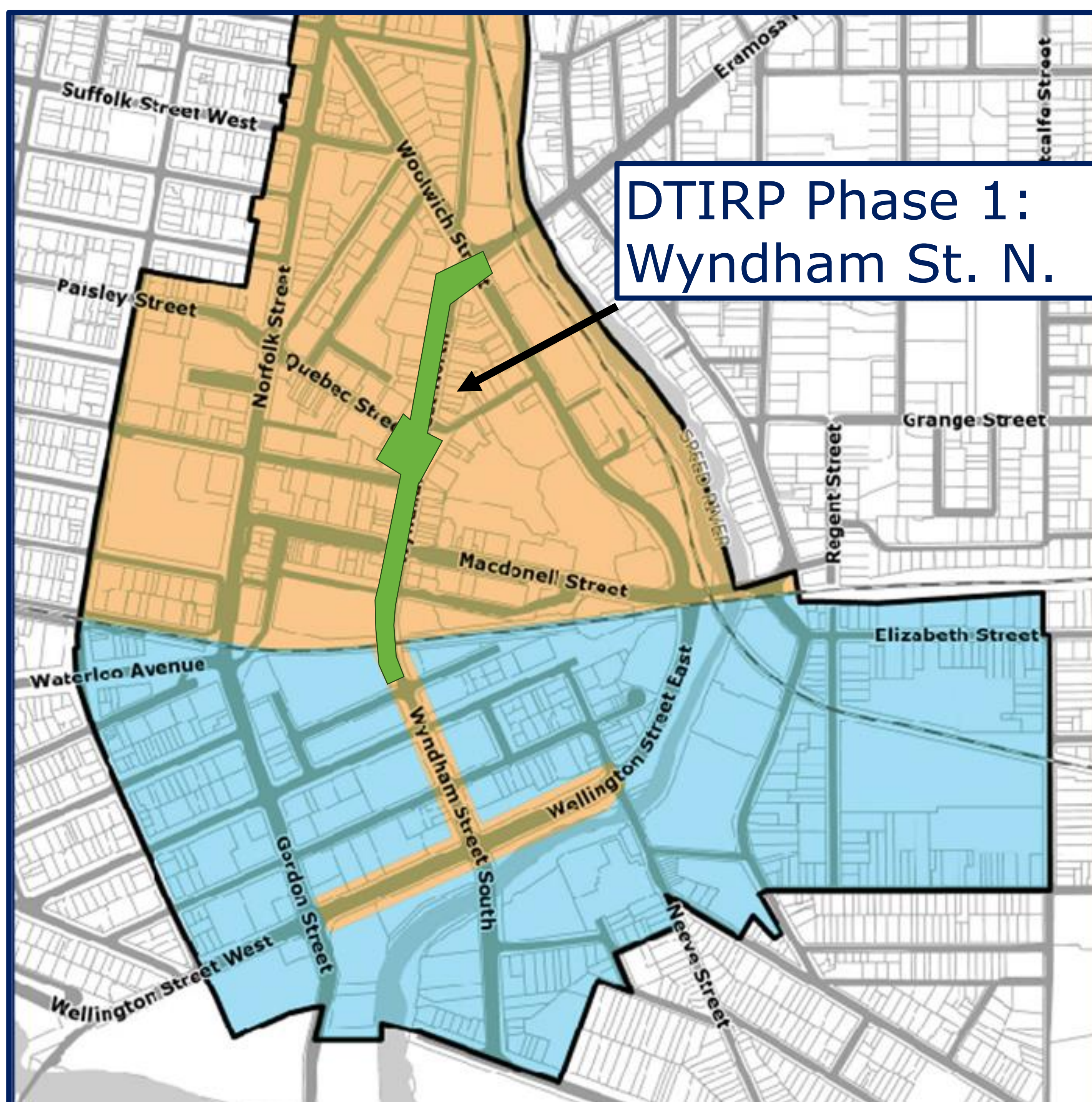
Projects:

- Wyndham-Wellington
- Wyndham Street North
- Macdonell Street & Bridge
- Quebec Street & Yarmouth Street
- Cork Street & Douglas Street
- Woolwich Street

DTIRP – Why now?



Phase 1: Wyndham Street N. and St. George's Square



Scope: Full underground reconstruction of Wyndham Street North

Drivers: Aging infrastructure at the end of service life, capacity improvements to enable development, and economic development of downtown core.

Schedule: Spring 2026 – Fall 2027

Impacts: Investigative field work Q2-Q4 2024, utility preparation 2024/25, construction 2026

Phase 1: Wyndham Street N. and St. George's Square

Reconstruction of Wyndham St corridor will include a one lane of traffic in each direction with uni-directional bike paths. St. George's Square will operate like existing conditions but with operational improvements.



Phase 1: Wyndham Street N. and St. George's Square



Risks of Downtown Construction

- Access to businesses and residences
- Interrupted municipal and utility services
- Solid waste collection
- Deliveries to businesses and customers
- Wayfinding and traffic control
- Alternative parking
- Noise and dust
- Construction equipment & material storage
- Site washrooms



Who is Best Suited to Mitigate Risks?

- **City**
 - Owner of the project
 - Can specify requirements in contract
 - Use previous experience to guide planning

- **Design Consultant**
 - Engineering experts
 - Specify requirements in drawings and special provisions
 - Contract administration experience in many contexts

- **Business Association**
 - Direct contact with most businesses
 - Understand business needs
 - Help facilitate mitigation measures during construction



Collaborative Procurement & Design

Contractors control construction sites

- Bring Contractor into design process
 - Early identification of risks
 - Deeper understanding of design
 - Detailed construction phasing
 - Better public communication
 - Address issues proactively
- City of Guelph Procurement Bylaw requires Competitive Bidding
- City needs more control than a Design-Build contract provides
- General process still to follow a Design-Bid-Build structure



The Construction Review Panel

- Pre-Qualify up to 5 Contractors for the project through RFP
- Contractors form Construction Review Panel (CRP) during design
- Attend milestone workshops (30%, 60%, 90%)
 - Design review
 - Scheduling and staging advice
 - Cost estimate advice
 - Risk identification and mitigation
- CRP are the only bidders on final tender



CRP Risk Mitigation

- Contractors are evaluated at every workshop
 - Completeness of review
 - Quality feedback
 - Review completed on time
 - Attendance at workshop
 - Participation at workshop
 - Insightful and constructive comments

- Contractors not meeting acceptable performance disqualified from bidding
 - Minimum 3 bidders required
 - If less than 3, pre-qualification is nullified and tender becomes general



How It's Going So Far

- RFP was posted July 10th
- Successful bidders awarded in late August
 - 4 Contractors were selected
- CRP Kickoff Meeting held October 2nd
- 30% CRP Workshop held October 24th

How It's Going So Far – 30% Review Workshop



How It's Going So Far – 30% Review Workshop

- Contractors were all in attendance
- Comments were submitted on time
- Plenty of discussion around design
- New methods and ideas proposed
- Operational pain points identified early
- Risks and issues identified and recorded
- **Overall, a positive, informative, and valuable experience**

What's Next?

- Comments are being summarized
- Contractor reviews being completed
- Designs are being updated
- 60% Review Workshop in Spring 2025
- 90% Review Workshop in Summer 2025
- Tender in Fall 2025
- Update at MEA 2025 Conference in London!
- Construction beginning in 2026



Questions?



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