



December 4, 2019

Mr. Brian Wilson
Director of Protective Services / Fire Chief
City of Clarence-Rockland
1560 Laurier Street
Rockland, Ontario K4K 1P7

Dear Mr. Wilson:

**Re: Proposal for Extension of Project Management Services
Rockland and Bourget Fire/EMS Station Project**

Further to our discussion, we are pleased to present an extension of project management services for the "Clarence-Rockland Fire/EMS Station Project", for the period of February 1, 2020 to June 30, 2020 for the Design-Build of the two Fire/EMS Stations in Rockland and Bourget. We understand that this project is a very significant investment for the City and we take it's project management very seriously.

Project Experience

Colliers Project Leaders is a leading Canadian project management firm committed to representing our clients' interests at every stage of their real property construction projects.

Municipal Experts

Colliers Project Leaders is considered the go-to project management firm for successful on time and on-budget delivery of major municipal projects. We have led the delivery of municipal projects ranging from fire halls and life safety facilities to new arenas, recreation complexes, community centres, aquatic centres, cultural centres, civic centres and city halls, to libraries and theatres of every size, scope and budget. Our project leaders are experienced and well versed in the municipal project environments, including setting realistic project timelines that allow for required municipal approvals, preparing reports to Council, managing fixed capital constraints from multiple funding sources, public consultation processes, and public procurement practices.

Fire Hall Experience

Colliers Project Leaders has extensive experience leading fire hall projects for municipalities across Ontario. The team that we are proposing for this project brings a strong understanding of fire hall requirements, and will plan the project with the depth of detail required to ensure that each part of the work is completed in time to allow the next to begin. We also understand the health and safety

requirements and post-disaster building standards that fire halls must meet. Our fire station experience includes, but is not limited to:

Project Name	Value	Project Name	Value
Prince Edward County, Picton Fire Hall and EMS Facility	\$4M	City of Vaughn, Fire Hall 7-5 Expansion	\$500k
Prince Edward County, Consecon Fire Hall	\$2M	City of Markham, Fire Station #99	\$4.5M
Loyalist Township, Amherstview Fire Station	\$2M	City of Markham, Fire Station #93	\$3.7M
Municipality of Trent Hills, Fire Station	\$4.5M	City of Abbotsford, Fire Hall #2	\$500k
City of Pembroke, Fire Station	\$4.3M	City of Abbotsford, Fire Hall #6	\$6M
City of Ottawa, Design-Build Delivery Methodology Assistance for Two Fire Halls (Planning and Procurement)	\$10.4M	City of Abbotsford, Fire Hall #8	\$15M
Township of Whitchurch-Stouffville, Fire Station/EMS/Arena Complex	\$25M	City of Hamilton, Multi-Agency Training Centre (fire, police, EMS)	\$24M

Design-Build Experience

When it comes to design-build, Colliers Project Leaders wrote the book (or at least parts of it!). Colliers Project Leaders is a founding member of the Canadian Design-Build Institute (CDBI). Franklin Holtforster, Colliers Project Leaders' founder, President and CEO, currently resides on the CDBI Owner's Committee and is a regular speaker at Canada's Design-Build Institute.

A design-builder provides both design and construction services in one package – yielding single source responsibility for quality, price, schedule, delivery and performance. Colliers Project Leaders has an intimate understanding of both the benefits and inherent risks associated with the design-build contract and project delivery process. We offer the following advantages on design-build projects:

- The most design-build project experience of any project management firm in Canada
- Experience delivering a design-build RFP for an almost identical fire station.
- Experience in the development of creation of design-build contracts within regulated, municipal public procurement environments
- Our ISO 9001:2008 registered Quality Management System
- A strong reputation for providing quality project management services and completing projects on time and within budget, and meeting the quality expectations of our clients.

Colliers Project Leaders has a long history of successful design-build delivery in Ontario. The following table outlines some of our design-build experience:

Project Name	Value	Project Name	Value
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City of Ottawa –Design-Build Delivery Methodology Assistance for Two Fire Halls (Planning and Procurement)	\$10.4M	Government of Nunavut, Cape Dorset High School	\$30M
Kashechewan First Nation – Housing Repatriation Project	\$40M	Town of Pembroke, Fire Station	\$4.3M
Town of Kirkland Lake – Aquatic Centre	\$9.4M	Town of Milton, Milton Sports Centre	\$40M
Township of Edwardsburgh/Cardinal, Cardinal Arena	\$6.4M	City of Kingston, Kingston Multiplex Planning	\$32M
Prince Edward County, Wellington & District Centre	\$12M	Town of Cobourg, Cobourg Community Centre	\$27M
New Tecumseth, Recreation Facility – Arena and Indoor Soccer Pitch	\$14.5M	City of St. Thomas Elgin, Community Centre	\$12M
City of Hamilton, Mohawk Sports Park, Arena	\$17M	City of Abbotsford, Community Centre	\$23M

Project Team

To ensure project continuity, efficiencies and cost effectiveness, Colliers is pleased to propose Luc Fréchette as the Senior Project Manager for this project. Luc will be supported by assistant project managers as required. Luc is a long-time resident of Clarence-Rockland and takes great pride in serving the City to make this project successful.

Luc Fréchette, P.Eng, M.Eng, PMP, LEED AP BD+C

Luc Fréchette is a Professional Engineer (P.Eng), Project Management Professional (PMP), and LEED Accredited Professional (BD+C), with over 25 years of project management experience in the construction industry. He is one of Colliers Project Leaders' most experienced and successful senior project managers, leading projects for public and private sector clients throughout Ontario and Quebec. Luc is adept at identifying and delivering practical time- and cost-effective solutions to technical challenges. He has a successful track record of delivering projects on time and on budget, in both private and public sector environments. Luc recently completed the fast-tracked Lansdowne Park project for Ottawa Sport and Entertainment Group (OSEG), which had many stakeholders and tight budgets.

Luc's technical training and experience, combined with his superior management skills, make him an excellent project manager. He is hard working and conscientious, and has the personality and ability to work very well with all project stakeholders, including contractors, consultants, utilities, public officials, and end-users. He identifies his client's needs and objectives quickly at the outset of his projects, and continues to build to them at every stage.

Increased Project Schedule

The original February 23, 2017 RFP for project management services from the City included a “Project Completion Time” of 460 days (Clause 1.13). Our original proposal included a detailed MS-Project schedule (Appendix C) which included a 460 day duration. We received the Award Letter on May 16, 2017 with a Commencement Date of May 30, 2017. Based on this May 30, 2017 commencement date and a 460 day duration, the completion date of the project would have been September 4, 2018.

Several factors affected the overall duration of the project. The principal factor that had the most impact on the delayed project schedule is the budget approval process at City Council. The second factor that increased the project duration is the General Contractor’s delay with the prefabricated steel structure. Below is an overview of the original and actual milestone schedule dates, prior to contract award, which highlights the impact of the budget approval process on the schedule:

	<u>Original Milestone Dates</u>	<u>Actual Milestone Dates</u>
PM Contract Award Date	April 18, 2017	May 16, 2017
Initial Budget Report to Council	May 22, 2017	June 12, 2017
Second Budget Report to Council	NA	August 23, 2017
Final Budget approval by Council	NA	Dec 18, 2018
Design-Build Tender	June 1, 2017	January 9, 2018
Design-Build Tender Close	July 5, 2017	March 8, 2018
Value Engineering to meet Budget	NA	March-April 2018
Council Approval	August 7, 2017	April 30, 2018
Contract Award Date	August 8, 2017	May 8, 2018

Below is an overview of Asco’s original and actual milestone schedule dates, after contract award, which highlights the impact of the prefab steel structure delay on the schedule:

	<u>Original Milestone Dates</u>	<u>Latest Anticipated Milestone Dates</u>
Bourget substantial completion	May 30, 2019	July 8, 2019
Bourget final completion	July 4, 2019	August 12, 2019
Rockland substantial completion	September 27, 2019	February 5, 2020
Rockland final completion	October 25, 2019	May 31, 2020

Fee Proposal

As indicated above, our original fee proposal should have expired in September 2018. Given our understanding of the City's budget challenges, Colliers managed to extend our initial fee proposal an additional 9 months to May 31, 2019. As discussed previously, Colliers managed to do this by not charging all of Luc Fréchette's hours to the project. On April 15, 2019, we submitted a Fee Proposal extension from June 1, 2019 to February 1, 2020, which was based on the revised schedule from Asco at the time showing the Rockland fire station completion date on February 3, 2020, which was 17 months longer than original.

Asco's latest schedule has a February 14 2020 occupancy date, a final completion date in May 2020 after the paving and landscaping.

This proposal therefore covers the additional 5 month period from February 1, 2020 to June 30, 2020 to the anticipated project completion date of June 30, 2020. Our monthly fees have been adjusted to account for the estimated level of effort in each month from February to June. For example, the same amount of effort is allocated to the month of February as previous months, for the substantial completion, occupancy and deficiency monitoring. The required level of effort will be less in early spring and jump back up in May and June to complete the spring work and project closeout.

Resource	Month	Fixed Monthly Fee
Luc Fréchette	Feb	\$5,098
	March	\$2,549
	April	\$520
	May	\$2,549
	June	\$1,300
Subtotal		\$12,016
Disbursements		\$902.10
Total		\$13,820.20

Yours truly,



Luc Fréchette M.Eng, P.Eng., PMP, LEED AP
 Senior Project Manager
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General Terms & Conditions

Colliers Project Leaders submits our proposal and fee for services herein under the following general terms and conditions:

- The lump sum fixed fee excludes disbursements and HST. Disbursements will be charged at 7.5% of the invoiced fee value.
- Invoices will be submitted monthly, with payment due net 30 days from date of invoice and interest payable at 2% per month on overdue accounts.
- This fee proposal is valid for acceptance for a period of 60 days from the date of submission.
- The services and fees proposed are strictly based on the information contained within the submitted proposal, and may be subject to amendment if found to be inaccurate or incomplete.
- Colliers Project Leaders' described value added services and disbursements are excluded from the fee proposal for project management services.
- This proposal is submitted in confidence and contains some or all of the following types of information: trade secrets, scientific information, financial information, technical information, commercial information, and labour relations information. Disclosure of any information contained in any of the documents herein would result in undue loss to Colliers Project Leaders.

IN WITNESS WHEREOF, the parties below agree to the terms stated above and hereto have executed this Agreement by their duly authorized representatives:

Approved by (print name): _____

City of Clarence-Rockland

Title: _____

Signature: _____

Date: _____