

## Contractor Performance Criteria

<b>1. OVERALL PROJECT MANAGEMENT</b>		<b>Category Weighting: 15</b>
<b>Description of Performance Indicator</b>	How well the Contractor managed the project with regards to scope, schedule, budget, quality of work and risk. Project risks and issues were communicated in a timely way to the Project Manager with recommended mitigation strategy. The Contractor project manager was organized, prompt and communicated with City staff effectively. The Contractor's team (Including sub-contractors) was well coordinated and worked well together.	
<b>Performance Zone</b>		<b>Possible Points</b>
Outstanding Project Management practices that exceed in the areas of scope, schedule, budget, quality of work and risk/issue management. Complete understanding of project objectives, risks and Contract requirements.		100%
Commendable Project Management that exceeds in some areas. Understanding of project objectives, risks and Contract requirements was above average and required little direction from City.		85%
Satisfactory Project Management. Acceptable understanding of project objectives, risks and Contract requirements with some direction required from the City.		70%
Needs Improvement. Many issues with Project Management that negatively impacted scope, schedule, quality and/or budget; corrective action slow. Understanding of project objectives, risks and Contract requirements was lacking and required some intervention by the City. Risks/Issues were communicated late to the City.		50%
Unsatisfactory Project Management that negatively affected the overall Project with little to no action to correct or mitigate. Significant project objectives, risks and/or Contract requirements were not managed or completed; multiple interventions required by City to bring Contractor into compliance. Risks/Issues were not managed and/or communicated to the City (please provide specific examples).		25%

## 2. SUPERVISION

Category Weighting: 10

<b>Description of Performance Indicator</b>	The extent to which the Site Supervisor provided supervision and guidance including keeping City staff, subcontractors and others well-informed of work activities and schedule.	
<b>Performance Zones</b>	<b>Possible Points</b>	
Outstanding supervision of site. Proactive approach to project requirements and expedited issue management in all areas.	100%	
Commendable supervision of site. Supervision exceeds requirements in some areas. Issue management is expedited in some cases.	85%	
Satisfactory supervision with some issues. Issues were corrected in a reasonable time frame.	70%	
Supervision of site needs improvement. Inconsistency in approach. Slow to respond to identified issues.	50%	
Unsatisfactory supervision. Multiple interventions required to bring supervision to adequate level. Unresponsive to identified issues.	25%	

### 3. QUALITY

Category Weighting: 15

<b>Description of Performance Indicator</b>	Finished product meets the defined standards for quality assurance in Contract Specifications; product delivered within project scope and in expected condition.
<b>Performance Zones</b>	<b>Possible Points</b>
Outstanding - Above average to extraordinary workmanship.	100%
Commendable - Some areas exceed Contract requirements and expectations; remainder of items delivered satisfactorily.	85%
Satisfactory workmanship; delivered project meets Contract requirements.	70%
Workmanship needs improvement. Some minor components of delivered project do not meet the Contract requirements.	50%
Unsatisfactory workmanship. Major and/or numerous deficiencies are present in the delivered project.	25%

## 4. HEALTH AND SAFETY

Category Weighting: 15

<b>Description of Performance Indicator</b>	Contractor ensures adequate and proper safety procedures followed. Safety plan in place. Signage is posted and proper equipment (ex: fall protection, working around water, confined space) is in place. Site is safely accessible by all including but not limited to Contractor staff, CA and City staff, Subcontractors and City residents, where appropriate.
Performance Zones	Possible Points
Outstanding Health and Safety plans and practices that exceed OHSA standard. Few safety recommendations given to Contractor with expedited resolution.	100%
Commendable Health and Safety plans and practices that meet OHSA standard and exceed in some areas (For example: Few minor incidents, jobs with more than 10 people have a dedicated safety person). Few safety recommendations given to Contractor with prompt resolution, and in some cases, expedited resolution.	85%
Acceptable Health and Safety practices that meet OHSA standard, such as site inspections and joint health and safety committee (for jobs with more than 10 workers). Personal protective equipment is in good condition, readily available, and in use. No MOL critical injury or stop work orders. Issues are resolved promptly and satisfactorily. Some safety recommendations given to Contractor with prompt resolution.	70%
Needs Improvement - Health and Safety practices resulting in multiple concerns (examples: MOL orders, TSSA orders, accidents, incidents). Some effort by Contractor to meet OHSA standard. Minor issues with availability and/or condition and/or usage of Personal protective equipment. Multiple safety recommendations given to Contractor; Issues resolved slowly but satisfactorily.	50%
Unsatisfactory Health and Safety practices, little to no effort made by Contractor to meet OHSA standards, insufficient or absent safety plan/culture, organization that creates opportunity for hazards. Personal Protective Equipment was in poor condition and/or absent and/or not in use on multiple occasions. Serious and/or multiple orders and/or recommendations issued by the MOL and/or City and not brought to a satisfactory resolution.	25%

## 5. COOPERATION & PUBLIC RELATIONS

Category Weighting: 10

<b>Description of Performance Indicator</b>	Degree of co-operation with the City, BIAs, community associations and public; Contractor's consideration of and communication with residents.	
<b>Performance Zones</b>	<b>Possible Points</b>	
Co-operative and proactive response to City and resident concerns at all times. Constant, frequent, clear, accessible communications with the City and residents. Proactively educates residents on construction impacts.	100%	
Co-operative and timely response to City and resident concerns. At times, communication exceeds requirements and expectations. Contractor advises residents on Construction impacts and at times, uses a proactive approach.	85%	
Satisfactory response to City and resident concerns; Contractor involved in developing solutions and ensures prompt and appropriate action. Contractor satisfactorily advises residents on Construction impacts.	70%	
Public/Client Relations needs improvement. Management of issues slow and inconsistent. Communications with public and City have minor issues. Residents advised of construction impacts late.	50%	
Unsatisfactory Public/Client Relations; Issue Management is non-functional, inconsistent, uncooperative. Contractor communication(s) with residents and City are strained and/or non-existent.	25%	

## 6. COST CONTROL

Category Weighting: 10

<b>Description of Performance Indicator</b>	Project delivered within approved, final, adjusted budget as revised from time-to-time to account for change orders. Changes to Work and Extra Work are reasonably priced and completed in a timely manner.	
<b>Performance Zones</b>	<b>Possible Points</b>	
Outstanding cost control. Proactive approach to monitoring and forecasting. Contractor identifies cost-saving opportunities for the City. Fair market pricing on all Change Orders and Extra Work and processed in an expedited manner. Change order work completed in an expedited manner.	100%	
Commendable cost control that exceeded requirements on some occasions. At times, proactive monitoring and forecasting of the project budget and project cash flow. Change Orders and Extra Work were priced fairly and Change Order work was performed in an expedited manner in some cases.	85%	
Satisfactory cost control. Monitoring and forecasting of the project budget and cash flow updates provided. Consistent and fair pricing on all Change Orders and Extra Work. Prompt response to Change Order requests.	70%	
Cost control needs improvement. Monitoring and forecasting of cash flow inconsistent and required intervention. Inconsistent pricing on some Change Orders and Extra Work. At times, Change Orders processed slowly.	50%	
Unsatisfactory Cost Control. Failure to adequately monitor and forecast project budget and/or project cash flow. Multiple occasions of inconsistent and/or unfair pricing on Change Orders and Extra Work. Change Orders processed slowly. Unreasonable claims submitted.	25%	

## 7. SITE MANAGEMENT

Category Weighting: 10

<b>Description of Performance Indicator</b>	Site is clean, accessible and safe. Degree of care taken when handling and storing materials, where applicable. Minimal to no adverse impact on ongoing facility operations, including timely isolation requests, where applicable. Site is accessible and traversable by all residents and all transportation modes at all times including after hours and weekends. Adherence to Contract specifications.	
<b>Performance Zones</b>	<b>Possible Points</b>	
Outstanding site management; site is clean, accessible and traversable by all transportation modes at all times, save for during approved road closures. Traffic delays are anticipated and planned for. Contractor has outstanding housekeeping practices. Issues resolved in an expedited manner.	100%	
Commendable site management. Site condition is in accordance with the Contract specifications and in some areas, exceeds expectations. Traffic delays are managed appropriately and in some cases, proactively managed. In some cases, issues resolved in an expedited manner.	85%	
Satisfactory site management in compliance with Contract requirements. Traffic delays are managed within the Contract requirements. Some instructions given to Contractor with regards to site condition; Issues resolved promptly in accordance with Contract specifications.	70%	
Site Management needs improvement. Some instances of site accessibility issues, traffic delays, site not being tidy and/or improper equipment storage. Some instances of issues not brought to prompt and/or satisfactory resolution.	50%	
Unsatisfactory - Considerable delay(s), public and/or operations inconvenienced; multiple instances of site not accessible and/or issues not brought to satisfactory resolution. Multiple infractions of Contract requirements and restrictions.	25%	

## 8. SCHEDULE MANAGEMENT

Category Weighting: 15

<b>Description of Performance Indicator</b>	Amount of effort required in order to deliver the project on time. Project schedule is completed with milestones and expected delivery date and up-to-date based on Contract requirements. Contractor commences work on time.	
<b>Performance Zones</b>	<b>Possible Points</b>	
Delivered ahead of original completion date with significant effort by Contractor to exceed project milestone dates or ahead of approved amended schedule with increased scope. Proactive approach to monitoring and forecasting of project schedule.	100%	
Delivered ahead of original completion date with some effort by Contractor to meet or exceed project milestone dates, or on original completion date with increased scope. At times, proactive approach to monitoring and forecasting of project schedule.	85%	
Delivered on schedule or on approved amended schedule. Monitoring and forecasting of schedule as per Contract requirements.	70%	
Schedule slippage but some effort made by Contractor to achieve timelines. Minor issues with monitoring and forecasting.	50%	
Schedule slippage; little to no effort made by Contractor to achieve project timelines. Major issues with monitoring and forecasting and/or failure to update schedule and milestones. No monitoring of schedule or effort to adapt to get back on schedule.	25%	