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Construction Management Services Request for Proposal

Royal Glenora Club Redevelopment Project

PART 1 - PROPOSAL

FEBRUARY 26, 2019



Presented by:

RESCOM

Synergy
Projects Ltd.
Construction Professionals



RESCOM

Synergy
Projects Ltd.
Construction Professionals



Sturgeon Composite High School

February 26, 2019

Altus Group Limited
10180 101 Street, Suite 780
Edmonton, AB T5J 3S4

Attention: Tony Nunes, Senior Project Manager

**Re: Construction Management Services Request for Proposal Response
Royal Glenora Club Redevelopment Project**

The partnership of Rescom Inc. and Synergy Projects Ltd. is pleased to submit this proposal for the above mentioned project. As a joint venture, we have once again challenged ourselves to not only meet the requirements of the RFP, but have further strived to demonstrate why the partnership of Rescom-Synergy is of advantage to the Royal Glenora Club and this project.

We believe having two company presidents actively involved in the project is a greater advantage than offered elsewhere. Rescom has an intimate knowledge of the club, a proven track record in complex renovations, and a focus on quality that is deserving of this project. Synergy Projects brings the experience of a large general contractor, unique skill-sets and a management structure required to support a complex multi-phased project such as the RGC. When considering the initial response to the RFPQ in 2018, we recognized that our two companies were stronger together for this particular project, than apart, referred to as 1+1 = 3.

While we could have both written strong and compelling proposals individually, we are stronger together. Recognizing the influence and stature that many of the members of the RGC hold within the community, we were cognizant of the need to provide the best team in the industry. For anyone getting into this project, if it doesn't go well, there is far more at stake than one project, one client. The reputational fallout for the inability to perform on this project would have significant impact to our businesses outside of the RGC project. It is for that reason, we partnered to provide what we believe to be the strongest team in the market, but also put forth a team we know we can showcase against. It is also the reason that both Mark and Rob will stay actively involved through the life of the project.

We are beyond excited for this opportunity and incredibly motivated to deliver something truly unique in Edmonton. Should you have any questions about our submission, please feel free to contact either company president as part of our established Rescom-Synergy steering committee.

Yours truly,
RESCOM INC.



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President
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SYNergy PROJECTS LTD.



Rob McGrath, P. Eng.
President
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Executive Summary

1 PLUS 1 EQUALS 3

(reintroduced from our original RFPQ)

Rescom and Synergy Projects are two well established construction firms that are equally capable of executing the proposed RGC renovation and expansion on their own. That said, we have checked our respective egos to form an elite construction team in the best interest of the project and RGC membership.

As highlighted in the project organizational chart and staff resumes, the proposed construction team is the best assembly of proven, cooperative talent and personalities. To call this the A Team would be an understatement.

Put simply, the RGC Redevelopment is a very high-profile project. With a number of our existing and past clients being active members of the club, we are not only servicing a powerful collective in the general membership but we are, once again, challenged to perform at our very best for those members who are clients. Failure is not an option and “good enough” isn’t good enough. Accordingly, the Rescom-Synergy joint venture provides the Redevelopment Committee, Management, and the RGC Membership additional comfort knowing that two sets of company owners and executives are accountable to the success of the project.

Rescom is the only construction firm that brings a unique historical understanding of the ins and outs of renovations at the RGC. From the early 1990's to 2009, Rescom or its senior executives have been involved in every single outsourced renovation to the facility in either an oversight role or by directly completing the work. This historical knowledge will be invaluable to the redevelopment committee, management, Board of Directors, and the design team when identifying cost drivers and risks that are inherent in renovating the existing facility.

Furthermore, the RGC is a home away from home to many members and therefore membership will expect

the finished facility to exceed “normal” commercial quality standards. Rescom has provided construction services to many RGC members over the years and has an unmatched understanding of the quality expectations that the membership will require of their second home. Known as the premier builder in the marketplace, Rescom's quality control program goes beyond a ‘quality manual’. Quality is inherent in its culture and practiced everyday thus ensuring the RGC membership is completely satisfied with the finished product.

Synergy is Alberta's fastest growing commercial construction management firm who brings expertise and capacity to complement Rescom's unique knowledge of the facility and its ability to anticipate the membership's needs and wants for a project of this type. Synergy brings industry-leading construction practices and methodologies for the benefit of the RGC Redevelopment Project.

Rescom-Synergy have a history of completing projects across Western Canada, including Saskatchewan, Alberta and British Columbia. Their annual work volume is approximately \$200 million with a combined total of 157 employees.

This partnership is the second joint venture project together for Rescom's and Synergy's respective executives. In 2017 these same company leaders joined forces through pre-construction of a premier \$80 million plus condominium complex located along the bank of the North Saskatchewan River Valley; this project was led by Kennedy Architecture, who has first hand experience on how well this partnership approach can work. The insight and knowledge gained through this past joint process has allowed the leadership teams to mutually understand each other's value propositions and inner workings. This shared history provides both firms and more importantly, the redevelopment committee, the confidence that this partnership is in the best interest of the RGC redevelopment project and the membership.

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1.0

Company Information



LeMarchand Mansion



GLENORA CLUB

1.0 Company Information

We would like to thank you for the opportunity to provide details on our firms, our project history, our team, and the benefits of the joint venture construction services that will be provided. Our joint venture team is looking forward to working with you and your team. The following information explains the background of each company individually.

RESCOM INC.

Rescom is an Edmonton-based general contractor that, since its inception in 1979, has specialized in constructing commercial and custom residential spaces of the highest quality. Throughout the years, Rescom has enjoyed the opportunity to work with a myriad of prominent Canadians in building their personal residences and businesses — truly unique projects that pushed the standard for design and quality craftsmanship.

Rescom's vision is to enrich peoples' lives through construction. We are passionate about people and the projects they entrust us to bring to life.

The two primary divisions Rescom operates are Residential and Commercial - from which our name is derived. Our Commercial Division specializes in constructing multifamily developments, low-rise office towers, churches and other religious assemblies, shopping centres, hotels, restaurants, and auto dealerships. Our Residential Division has earned its reputation for unsurpassed quality and attention to detail in building bespoke luxury homes. We build with the end user in mind.

Rescom also has an Important Smaller Projects Division that performs smaller scale renovations, home or office maintenance, and whatever odd jobs our clients' busy lives do not afford the time to do themselves. Whatever the issue, a skilled problem solver is just a phone call away.

SYNergy PROJECTS LTD.

Synergy is a group of integrated companies providing complete building solutions. We are driven to provide our clients all of their commercial construction, build out, and facility maintenance needs. We accomplish this through our three main divisions:

1. **Synergy Projects Ltd.** (responding to this RFP).
2. **Synero Inc.** integrated facilities maintenance solutions to our clients.
3. **Innerspaces** provides commercial furnishings, DIRT^T prefabricated interior solutions, move management, and space plan services.

Synergy Projects is an Alberta-based, full service construction firm specializing in providing services through general construction, design build and construction management. We are focused on using best in-class teams and processes to deliver safe projects in the building construction domain for our clients across Western Canada. Synergy's head office is located in St. Albert, and our firm was incorporated in 1996. Since then, our team has delivered projects for private developers, business owners, governments and institutions.

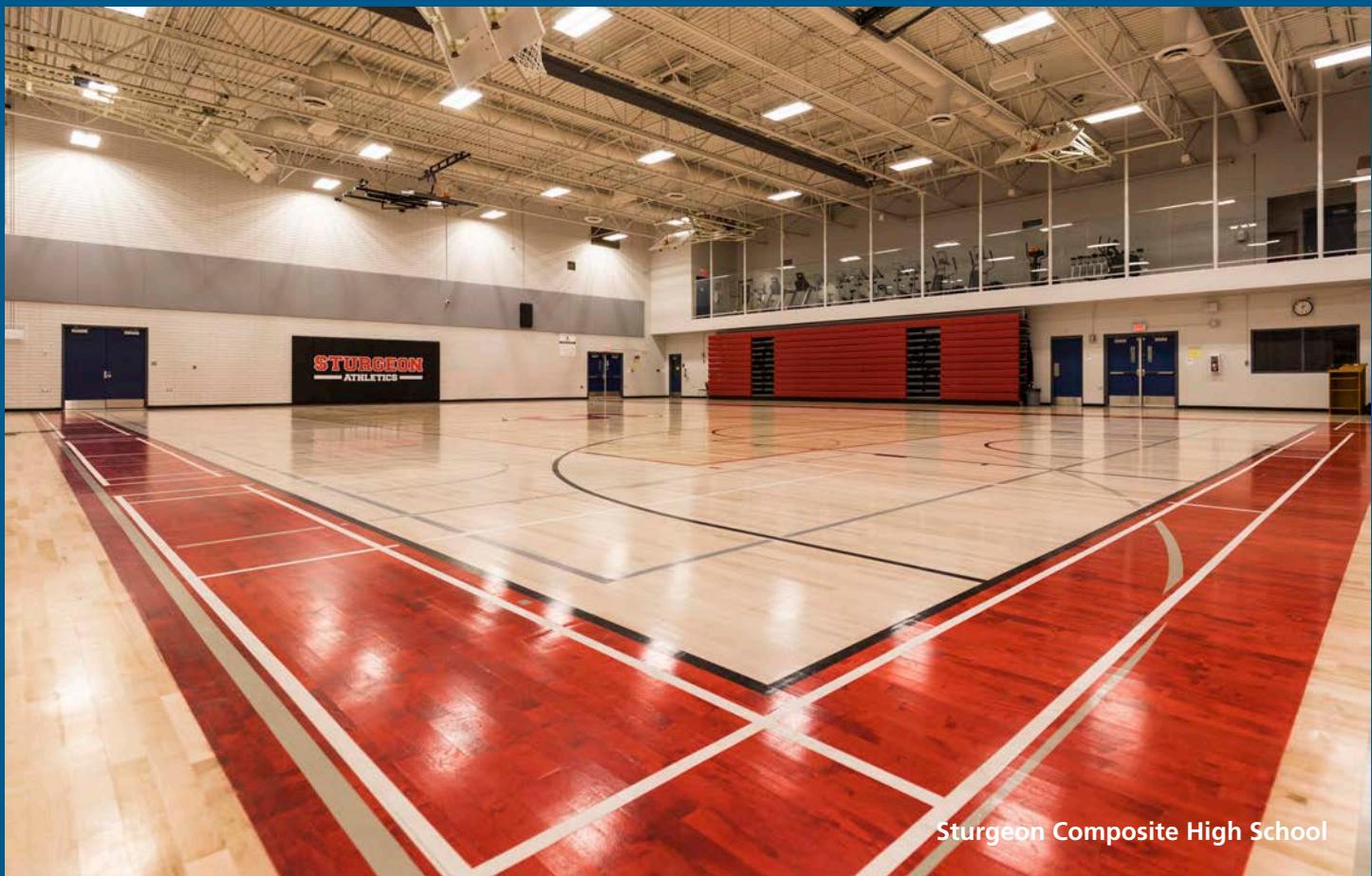
When Dennis Mozak, our Founder and C.E.O, incorporated Synergy Projects Ltd. in 1996, he carefully chose a name that would reflect the company's core philosophy:

Synergy [sin-er-jee]: noun; "the interaction or cooperation of two or more organizations, to produce a combined effect greater than the sum of their separate effects".

We believe in doing what is right for our team, our planet, our clients and our partners. By living true to our values we will continue to be a construction leader that delivers innovative services to the marketplace at the highest level of quality. Each and every project we complete is important to us. We use big company systems with a small company feel.

2.0

Previously Submitted Documentation References



Sturgeon Composite High School



2.0 Previously Submitted Documentation

2.0.1 Information Previously Submitted – We confirm that the information previously submitted in the December 14, 2018 response to the request for pre-qualification remains accurate and relevant.

2.0.2 As previously submitted, we have the following references to the previously referenced projects:

Project #1: LeMarchand Mansion - Exterior Expansion and Interior Renovation



Mr. Greg Gardner, Managing Director, Wheaton Properties
greg@wheatonproperties.ca / 587.588.8834

Project #2: St. Michael's Long Term Care Centre - Exterior Expansion and Interior Renovation



Paul Teterenko, Director Operations
pteterenko@smhg.ca / 780.472.4511

Project #3: Sturgeon Composite High School

Rod Colwell, Senior Technologist / Project Manager
rcolwell@BR2Architecture.com / 780.423.6606 ext. 322



Relevant Experience Matrix

	>\$15M in value	Interior Renovation	Occupied / Phased	Expansion	CM
Project #1	✓	✓	✓	✓	✓
Project #2	✓	✓	✓	✓	✓
Project #3	✓	✓	✓	✓	✓

3.0

Project Team



Oilers Entertainment Group Offices



3.0 Project Team

PROJECT TEAM

3.2.1 The project team is the same as previously presented in our response to the RFPQ. For the benefit of any new readers, again highlight our team on the following pages.

PROJECT TEAMING

Outside of the steering committee below we have refrained from identifying individuals by their respected firms. We have brought together complimentary personalities and skill sets best suited for this project. As previously identified our two firms have recognized that we jointly present a stronger team than any other firm in the industry by electing to partner in this exciting redevelopment project.

STEERING COMMITTEE

The Rescom-Synergy Steering Committee will provide oversight to both project execution as well as the joint venture relationship between the two firms. Acting as a pseudo Board of Directors for the joint venture, we believe it is important to include not only the respective Presidents of Rescom and Synergy, but also an independent representative that has a vested interest in the success of the RGC redevelopment. We highlight backgrounds of the steering committee members below:

Mark Agnew, CPA, CA, CBV, President, Rescom Inc.

Mark's responsibilities are focused around strategic leadership, financial and operational effectiveness, and business development to drive both top line and bottom line business growth. His leadership, business acumen, financial experience, and in-depth understanding of the construction industry have enabled Mark to create a nimble, more responsive operation that has allowed Rescom to challenge the status quo and maximize the value for its clients.

Mark brings 40 years of RGC lifestyle to the steering committee and has an intimate understanding of the project's financial constraints as a member so the RGC Finance and Audit Committee over the past four years.

Rob McGrath, P.Eng., President, Synergy Projects Ltd.

Rob is an extremely dedicated, hardworking, and accomplished individual who consistently exceeds the expectations of his team and his clients. He is a strong communicator and leader who develops exceptional relationships with both clients and consultants. Rob has comprehensive experience in all aspects of the project lifecycle, from pre-construction and design development through to final completion. His analytical skills and construction knowledge allow him to work collaboratively and develop on-the-fly project-based solutions on an ongoing basis.

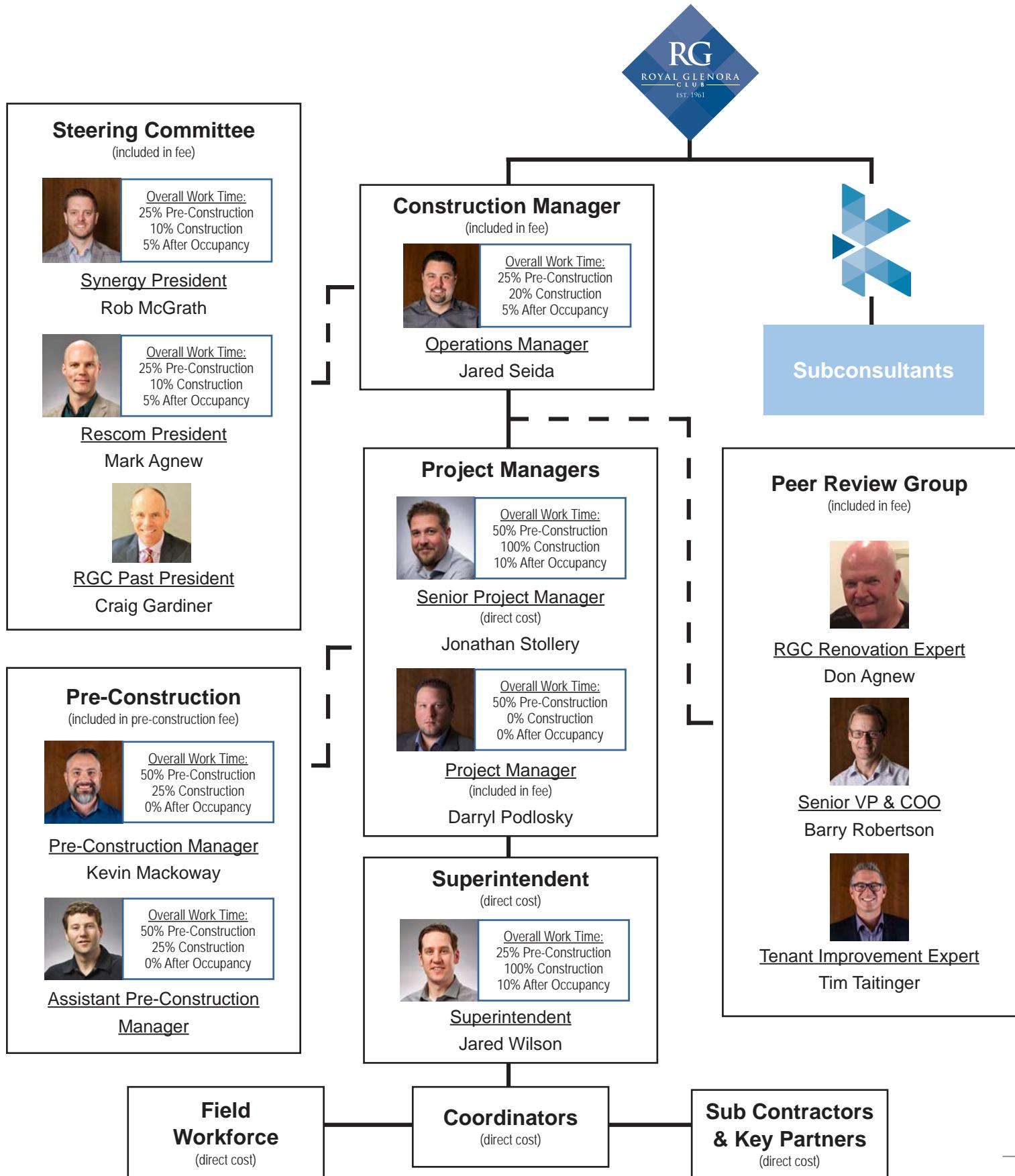
Though not an RGC member, Rob has visited the RGC with his family on numerous occasions as a guest and has a solid understanding of the facility and counts several of its membership amongst his peers and colleagues.

Craig Gardiner, CPA, CA, Business Professional/Independent Representative

As Chief Financial Officer of numerous healthcare solutions company's, and as a current member of two not-for profit boards of directors, Craig brings strong business acumen and unique independent perspective to the Rescom-Synergy joint venture. Most importantly, as a Past RGC President, Craig understands the inner workings and challenges to the RGC Board of Directors as well as the Redevelopment Committee during this time of disruption.

Craig and his family are longstanding members of the RGC, have a vested interested in the success of the project, and will help steer the joint venture to act in the best interest of the redevelopment project.

Organizational Chart





Jared Seida, Operations Manager

Proposed Construction Manager

Jared has more than 20 years of construction management experience working on institutional, industrial and commercial projects. Jared has strong leadership skills and hands on training with extensive attention to detail in every project. Jared has acquired comprehensive construction knowledge which includes project planning, value engineering, document control, schedules, quality control quality assurance and cost control. He has earned an exceptional reputation for achieving on-time and on-budget project performance and actively participates in the management of Synergy Projects in his role as Operations Manager.

WHY JARED?

Jared's strength is developing and managing project teams. Jared's unique ability to merge mindsets within project teams, ownership groups and consultants is unmatched in the industry. As Operations Manager for this project Jared will serve as the relationship manager not only for the committee and membership, but also the entire project team.

relevant project experience

Project	Interior Renovation	Occupied / Phased	Expansion	Fitness / Athletic Facility
<u>Peace River Community Health Centre Addition - Peace River, AB</u> \$15M addition to the Peace River Community Hospital for the Aging/Extended care wing. This project was phased and operational during construction.	✓	✓	✓	
<u>YMCA Renovations - Fort McMurray, AB</u> \$2M renovation of existing school to create a YMCA after school care facility, This project was phased and operational during construction.	✓	✓		✓
<u>Twin Arena Recreational Complex - Grande Prairie, AB</u> \$20M two arena recreational complex built as the new Coca-Cola Center. This project consisted of two ice rinks, three levels of spectator viewing seating, multipurpose rooms, meetings rooms and a concession.	✓			✓
<u>EPCOR - Edmonton, AB</u> Multiple projects for EPCOR including the E.L. Smith warehouse piles, E.L. Smith Sodium Hypochlorite Facility, and E.L. Smith Maintenance Building Addition.	✓	✓	✓	



Jonathan Stollery

Proposed Senior Project Manager

Jonathan brings over 25 years of project management experience with him in the construction and consulting industry in residential, commercial, institutional, and industrial projects. His experience also extends into specialized construction including institutional labs, sustainable practices, project pursuits, and value engineering. Be it new construction or renovation, his ability to consistently deliver projects on time and on budget has been the key to his success and rapid career advancement.

WHY JON?

Jonathan's proactive approach to recognizing and resolving problems coupled with his eye for quality control have earned him the trust and confidence of Rescom clients and would make him a natural fit for this project.

When you take into consideration Jon's approach to a project matched with his diverse experience, there are few better to deliver on a complex project similar to the RGC.

Education and Professional Designations

- Construction Management and Administration Certificate
- NAIT - Journeyman Electrician, Red & Blue Seal

relevant project experience

Project	Interior Renovation	Occupied / Phased	Expansion	Fitness / Athletic Facility
<u>Servus Credit Union Place Recreation Complex - St. Albert, AB</u> Jonathan acted as the Senior Project Manager for this construction management, 320,000sq.ft. project. It included an expansion to the existing twin arenas, as well as the renovation of an existing operational building. This facility houses an aquatic area, three ice arenas, a fitness facility, two indoor soccer fields, a gymnasium, a 2,000 seat performance arena, a running track, an administration arena, a children's play area, and more.	✓	✓	✓	✓
<u>Oilers Entertainment Group Offices - Edmonton, AB</u> As the Senior Project Manager, Jonathan delivered this project and several ongoing projects within extremely tight timelines given a fixed NHL schedule. Jonathan worked with the Proposed Superintendent on this project.	✓	✓		
<u>Centennial Centre for Interdisciplinary Sciences (CCIS) - Edmonton, AB</u> Jonathan acted as the Senior Project Manager for the UofA Faculty of Science's CCIS construction management project (previous employer). This large, highly complex project had some unique challenges. The resulting structure combined four separate building blocks, built on a common two-story base and connected by a sculpted open atrium with 13 building connections. All adjoining buildings remained operational throughout construction and resulted in an extremely constrained building site.	✓	✓		



Darryl Podlosky

Proposed Project Manager

Darryl has built his 17 years of construction industry experience from the ground up. Starting in the field, he proceeded to Site Superintendent before becoming a Project Manager. Over the course of his career, Darryl has worked on a series of highly successful projects and partnerships with well-known national clients across industries. Darryl has a reputation for being client-focused, results orientated, paying attention to detail and for creating solid relationships.

WHY DARRYL?

Throughout his career the majority of the projects have been renovations and additions within occupied spaces. This experience cannot be understated as working in occupied environments with multiple user groups is perhaps the toughest of all construction assignments. Darryl brings his years of experience and with that a catalogue of lessons learned to ultimately benefit the Royal Glenora Club Redevelopment Project.

Education and Professional Designations

- NAIT - Construction Engineering Diploma
- Alberta Construction Association Gold Seal Intern
- SAIT - Moisture Control Technician
- Envision R2000 Certification

relevant project experience

Project	Interior Renovation	Occupied / Phased	Expansion	Fitness / Athletic Facility
MacEwan University - Edmonton, AB Multiple projects ranging from a complete pool retro-fit, laboratory renovations, fitness center addition to classroom renovations. Relevant project: Completed renovations in the fitness center as well as an addition while operational. Held this account for 8 years and successfully won 3 qualification tenders as MacEwan's construction manager.	✓	✓	✓	✓
University of Alberta - Edmonton, AB Completed multiple renovation projects over 6 years including ICE Core Laboratory, Pearson Laboratory, University Hall Presidents Office, Corbet Hall Laboratory, Steadward Center Fitness Facility, Bio Sciences Mechanical Upgrade, Steadward Fan Wall Upgrade, Founders Hall Addition/Reno, Founders Hall Pedway and East Campus Village Student Residences.	✓	✓		✓
Procura Real Estate - Edmonton, AB Exterior addition and re-imagine for a local developer downtown Edmonton while operational.	✓	✓	✓	
Slave Lake Government Center - Slave Lake, AB Renovation and addition to the existing government facility in Slave Lake.	✓	✓	✓	



Kevin Mackoway, Pre-Construction Manager *Proposed Pre-Con Manager*

Kevin's background is a thorough progression in construction, starting in the field as a journeyman carpenter, then Project Superintendent, Project Manager/Estimator and now the leader of our reliable pre-construction services. Kevin's extensive knowledge of trade practices, materials and systems makes him invaluable to value engineering and constructability exercises. Kevin also holds key relationships in the industry and has the ability to draw on a network of advisors and consultants on behalf of Synergy's clients.

WHY KEVIN?

Kevin has over 25 years of experience in the construction industry, with fifteen of it being in estimating with Synergy. Kevin's creativity and flexibility allow Synergy to provide multiple budget scenarios to enable clients to make informed decisions.

Kevin brings to this project his extensive experience in pre-construction/construction management. Having a superintendent and project manager background there is no better suited Pre-Construction Manager in the industry.

Education and Professional Designations

- Journeyman Carpenter
- Red Seal Certified

relevant project experience

Project	Interior Renovation	Occupied / Phased	Expansion	Fitness / Athletic Facility
<u>Sturgeon Composite High School Modernization - Sturgeon County, AB</u> Kevin was the Pre-Construction Manager for this 20 month, \$22 million, eight phase modernization and addition to the existing Sturgeon Composite High School (see project profile in Experience section). Kevin's contribution to the pre-construction effort ultimately created the foundation of this very successful project.	✓	✓	✓	✓
<u>St. Michael's - Edmonton, AB</u> Kevin was the Pre-Construction Manager for this full upgrade of a fully operating long term care centre (see project profile in Experience section).	✓	✓	✓	
<u>Maier Centre - Edmonton, AB</u> Kevin was the Estimator for this non-profit group's vision of building a centre for services and treatment. Synergy and A&E collaborated to bring that vision to reality and provide a custom building that considered the unique needs of the autistic clientele. The value engineering process was crucial to the success of this project.	✓			
<u>Concordia University - Edmonton, AB</u> Completed all estimation for phased renovations on fully operational campus, including labs, library and auditorium.	✓	✓		✓

Jared Wilson

Proposed Site Superintendent



Jared Wilson started his career with Rescom in 2000 and quickly established himself as a strong leader within the organization. Seeking to advance his career, Jared obtained his Journeyman Carpenter Red Seal in 2006 and became a site superintendent in 2007. His attention to detail and strong technical background enabled him to take on more complex projects, culminating recently in the 65,000sq.ft. construction of the new offices for the Oilers Entertainment Group. He is widely regarded for how well he works with subcontractors and clients alike. His organizational skills help him maintain an efficient, respectful job site and his focus on quality control is second to none. Jared brings his extensive construction experience to deliver more complex projects.

Education and Professional Designations

- NAIT - Journeyman Carpenter

WHY JARED?

Jared's keen eye for detail and renowned organization skills have made him the ideal candidate for challenging renovations and tenant improvement projects that involve complex direction.

Having worked extensively with Jon Stollery, Senior Project Manager, and having experience working on past renovations at the Royal Glenora Club, Jared is best suited to take on this exciting project.

relevant project experience

Project	Interior Renovation	Occupied / Phased	Expansion	Fitness / Athletic Facility
<u>Royal Glenora Club Renovations - Edmonton, AB</u> Jared acted as Site Foreman for multiple interior renovations at the Royal Glenora Club.	✓	✓		✓
<u>Oilers Entertainment Group Offices - Edmonton, AB</u> As the Superintendent, Jared delivered this project and several ongoing projects within extremely tight timelines given a fixed NHL schedule. Jared worked with the Proposed Senior Project Manager on this project.	✓	✓		
<u>Don Wheaton GM Renovation - Edmonton, AB</u> Jared acted as Site Superintendent on the construction management interior and exterior renovations to the Don Wheaton Chevrolet, Buick, GMC, and Cadillac dealership project.	✓			
<u>EMS AHS - Edmonton, AB</u> 100,000 sq.ft. interior tenant improvement to an existing facility.	✓	✓		



John Westergaard

Proposed Assistant Pre-Construction Manager

John Westergaard leads the Estimating Division at Rescom in his role as Director, Pre-Construction and Estimating. John began his career with Rescom in 1996 and quickly progressed as an apprentice carpenter, journeyman carpenter, foreman, and superintendent. After six years of hands-on experience, he joined Rescom's estimating division and gained considerable experience in all aspects of residential and commercial construction estimating.

WHY JOHN?

John has personal knowledge working on past renovations at the RGC, both on site and an estimating capacity. John has a strong history working in the field and now is able to bring that experience to review drawings. His practical experience complements his thorough knowledge of pre-construction best practices and estimating techniques. Having estimated hundreds of projects over his tenure in the Estimating Division, John's responsibility will be to ensure the project planning and design phase returns the best value for invested dollars.

Education and Professional Designations

- Journeyman Carpenter - NAIT 2000
- Construction Contracts - Affinity Institution 2014

relevant project experience

Project	Interior Renovation	Occupied / Phased	Expansion	Fitness / Athletic Facility
<u>Royal Glenora Club Renovations - Edmonton, AB</u> John acted as Site Superintendent and Estimator for RGC on multiple renovations including: the men's and women's locker room, fitness facility, cafeteria, kitchen and minor banquet room.	✓	✓		✓
<u>LeMarchand Mansion - Edmonton, AB</u> John acted as the Estimator for this addition of an ultra-luxury office tower and extensive renovation of an historical building overlooking Edmonton's River Valley.	✓	✓	✓	✓
<u>Oilers Entertainment Group Offices - Edmonton, AB</u> As Estimator, John delivered this 65,000sf fitout project within an extremely tight timeline given a fixed NHL schedule. This premium space incorporated unique design and high-tech amenities for all divisions within the OEG organization.	✓	✓		
<u>Kids With Cancer Residence - Edmonton, AB</u> As Estimator, John delivered this new family treatment and residences building.	✓	✓		
<u>Jasper Place Curling Club - Edmonton, AB</u> John acted as the Estimator for this renovation to the Jasper Place Curling Club.	✓	✓		✓

Signed Declaration

DECLARATION

We, Rescom Inc. and Synergy Projects Ltd. hereby declare:

If we are the successful proponent on the Royal Glenora Redevelopment Project, we agree that the team nominated in this RFP will remain on this project through completion.

If a team member must be changed out due to unforeseen circumstance, we understand that written consent of Altus Group and the Owner is required.

Signed this 21st day of February, 2019.

Signature:

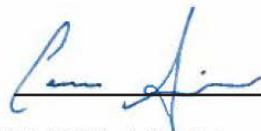


Address: 120, 110 Carleton Drive

St. Albert, AB T8N 3Y4

The declaration voluntarily signed this writing in my presence:

Witness:



Address: 120, 110 Carleton Drive

St. Albert, AB T8N 3Y4

Resource Usage Chart

We have attempted to provide our resource loading requirements on the organizational chart included in this RFP. The request of the RFP is to provide resource usage down to the carpenter level of the project. This is very difficult to do, as the project phasing and sequencing of work will dramatically change the resource usage on the project. As for instance, an area foreman would have capacity to manage and provide labour to a couple interior fit outs at a time. However, if the phases don't overlap, the resource usage would be skewed.

Another example may be parapet construction. This is a typical scope covered by Rescom-Synergy own forces. We have currently phased the new link building to be concurrent with the expansion on the north of the building. If these run concurrent, vs apart, the resource loading on the project would change. We are happy to attempt to justify this in more detail should it be required.

Within our resource usage, further to the above, we have anticipated that area foreman can be best utilized for supervision of specific phases of the project. This is of benefit as those foreman under Jared's leadership can not only supervise area builds, but also perform work resulting in a lower cost of work definition for the project. If due to phasing, schedule or complexity of the various phases a foreman is not sufficient and an area superintendent is required, we would have the ability to provide this additional individual.

With the above in mind, we recognize the necessity for the question as it relates to salaried staff employed by the Rescom Synergy JV. The fear in a CM style contract is that the CM will 'flood' the job with staff. We have as a result extended our organizational chart to include staff as 'direct cost' or 'included in fee' to provide clarity. The only salaried positions chargeable to the project is the Superintendent, Jared Wilson; Project Manager, John Stollery, project coordinators yet named and the pre-construction cost previously identified. Management layers such as Operations Manager, Jared Seida, the steering committee members as well as the peer review group are all included in our stated project fee and will not pose an additional cost to the RGC project.

Included with our submission is the resource chart complete with pricing for these various roles as requested by the RFP.

4.0

Pre-Construction and Construction Management Approach



Maier Centre - Children's Autism Services of Edmonton



4.0 Pre-Construction and Construction Management Approach

4.1 APPROACH TO THE WORK

Preconstruction Approach

The Rescom-Synergy partnership has previously addressed much of the preconstruction approach in the original RFPQ. We have included much of that information into this RFP, modified as the project scope has become more known to the team, as well as roles, responsibilities and expectation of the project. We recognize that the preconstruction effort of this project will be imperative to get right, as the planning, phasing, costing, and member experience will all be derived from this period of the project.

As outlined in our staffing and commitment to the project, both Mark Agnew and Rob McGrath will be personally active in the preconstruction for the project. For clarity, this means Mark and Rob sitting at the table in preconstruction meetings as active participants. We see this as an advantage to the project, and an advantage over that of the other proponents on this project. While every team will put in place a strong preconstruction team, having two company presidents in the room gives the attention to the project that the membership expects.

We have also included, as part of our preconstruction, the involvement of 2 chief estimators, Kevin Mackoway and John Westergaard. Having 2 chief estimators sharing in the workload, allows for a much greater bench strength to serve the RGC project. What does that mean? Between Rescom and Synergy, we employee 10 full time estimators, a larger compliment than most major GC's. As we progress down the path of preconstruction, there will be a significant amount of costing and val-

ue engineering, evaluation of options, and 'menu based' presentations to the review committees. To do this well, in the time required by the project, it's more than the effort of just John and Kevin. They will be able to utilize their teams much quicker and effectively, for the benefit of the RGC. Being part of the joint venture, the estimating team that normally supports our individual firms come together for the benefit of this project.

Project Approach & Methodology

The Rescom-Synergy approach will be based on a collaborative Construction Management process. We have identified key phases of our involvement below. It should be noted that our approach is flexible and that we offer this as a starting point for discussions, and look forward to working through the various work elements of the project, and customizing an approach best suited for the project. With RGC, the design team led by Kennedy and the Rescom-Synergy partnership, along with our trade partners, will work to bring the RGC membership's vision to reality. It is important to get the process right and create a construction experience that brings the best to the RGC's membership.

4.1.1 PRE-CONSTRUCTION APPROACH

Expert Peer Review Group

A vital consideration for any project is what expertise will be available to assist during the design and planning phases and during construction. The Rescom-Synergy provides a broad depth of experience that surpasses that of any competitor. Rescom-Synergy is pleased to provide our clients with a contingent of experts who will

be available to assist the project delivery team on a wide range of lessons learned and project solutions over the last 40 years, including past projects from the RGC. These experts will be available to provide a 'peer review' function, and can become directly involved in developing plans, schedules, and strategies – lending their perspective to achieve efficiencies and higher quality for our clients. The group is more involved during pre-construction, and will remain involved during construction, providing review and as a resource to the whole project team.

We are both employee owned companies, which ensures that each one of us, will drop everything to help another, so if there is an issue that does arise that the project team is not equipped to handle, rest assured, we have the expertise that will jump in and help.

Consultation During Project Development

We recognize that design development is complete but actual design and detailing will follow upon establishment of the overall design team and selection of a Construction Manager. Rescom-Synergy will quickly engage and begin attending regular meetings with the project team throughout the remainder of design and the preparation of working drawings in order to optimize the design process by providing the following:

- Real-time costing, value engineering, feedback on constructability, selection of materials, building systems and equipment, and lessons learned on past projects;
- Manage trade market communications to ensure best value is received during budgeting and tendering;
- Assist in coordination with authorities having jurisdiction (i.e. The City of Edmonton), utility companies;
- We are prepared to provide very flexible costing scenarios as we anticipate that the project may undergo design changes, perhaps several times as details are worked out, including addressing material selection, structural evolution, etc.;
- Our planning and scheduling of this project is all based on the spirit of the Kennedy vision and we will continue to broaden our knowledge of this

vision to capture every detail and subtle nuance until nothing short of perfection and complete satisfaction is accomplished.

Project Construction Budget

We understand the established construction budget is approximately \$27 million and this budget cannot be exceeded given that project financing is a combination of members equity contributions and limited bank financing. Fully understanding the cost centers of the project early in the process will give us a very strong basis of cost understanding moving forwards. Once Rescom-Synergy is onboarded as Construction Manager, we will quickly work to further understand the needs of the membership, and design intent and provide a detailed budget, which will be updated as the project progresses. Through the pre-construction and construction phases, we will do the following:

- Prepare an estimate based on a quantity survey of drawings and specifications for approval by the Redevelopment Committee and Board of Directors as the "Project Construction Budget".
- Run multiple costing scenarios as the overall project team works to refine the design and remain respectful of the overall budget. Please note, that Rescom-Synergy is very aware that the design and the ultimate membership experience is paramount on this project. We are to work tirelessly to challenge ourselves to review our processes and work flows, and apply lean principals to the project to eliminate waste, as the current pro-forma may be very tight.
- Update and refine the estimate for the committee's approval as the development of the drawings and specifications proceeds, and advise the project team if it appears that the project construction budget will not be met and make recommendations for corrective action.
- Evaluate possible alternatives as the design proceeds, in order to permit the selection of the most economical materials and methods that will satisfy the design concept, the schedule and the premier needs of the membership.
- Establish a cost control program and prepare a projected cash flow for the project.

Planning & Scheduling

While the initial planning and scheduling of this project has been included in this proposal, we will continue to learn and incorporate newly gained insights into every facet of our execution planning. All of this is designed to provide the fastest possible completion while maintaining the highest levels of quality, safety, flexibility, and adaptability to the anticipated changing needs of the membership. Upon award, we would work immediately to refine a Master Time Schedule following consultation with the Construction Management team. This would involve the following:

- Incorporating the sequence and timing of the Required basic program decisions, permit applications, design time, documentation, bid calls, bid evaluations, trade contract awards, and onsite construction activities.
- Creating a plan to properly address not only the base build component of this project, but how to properly address the requirements of the membership and other stake holders such as Physiotherapy during construction. Properly incorporating the timing of construction to ensure the RGC is open for business is crucial to success.
- Monitor and, if required, revise and update the preliminary schedule as the design proceeds.
- Finalize the Master Time Schedule for the Committee's approval, and, if necessary, estimate the manpower requirements. Break down this schedule into individual networks for each phase of the project where necessary showing the sequence and timing for the main construction operations and the milestone completion dates for the various phases.
- Recommend equipment and materials which should be pre-ordered to meet the Master Time Schedule.

Coordination of Trade Contract Documents

The Rescom-Synergy project team will provide input to the drawings and specifications as they are being prepared, recommending alternative solutions when-

ever design details affect construction feasibility or schedules.

We would also make recommendations to the redevelopment committee and the consultant regarding the division of work in the drawings and specifications to help facilitate the bidding and awarding of trade contracts allowing for phased construction, taking into consideration such factors as time of performance, availability of labour, overlapping trade jurisdictions, and provisions for temporary facilities.

Trade Contractor Risk Management

Over 80% of the work on any project is through trade contractors or suppliers and is an important focus for risk management. The Rescom-Synergy team have identified important areas below that, in conjunction with our overall construction program, will mitigate risks associated with overall trade performance:

- Our subcontract payment policies will provide advantages to our trade contractors by guaranteeing payment and minimizing cash flow pressure on our trade contractors, making our projects more attractive, ultimately enhancing the competitiveness of trade contractor bids.
- We will monitor trade contractors' financial stability: poor onsite performance and/or not meeting payroll are the strong indicators of potential problems. When problems are suspected, we will immediately instigate mitigation efforts to avoid impacts to schedule or cost, including: meeting with the trade's senior management or owners to achieve correction; implementing joint payment controls; and, if necessary, bringing in replacements, supplementing their workforce, or taking over their work.
- We will insist on contract security to mitigate and minimize the impact of failure on contracts over a predetermined value.

Trade Contractor Bid Management

- Rescom-Synergy have an established reputation for trust and integrity. Trade contractors know that they can rely on fair tendering practices from both firms, ensuring healthy competition among eligible trades.

- When we tender work we will communicate schedule expectations to assist trade contractors in determining their cost of work. Given we are both known for working diligently with our trade contractors to achieve scheduled targets, they can rely on a higher probability of achieving their goals.
- The effort we put into pre-tender planning reviews on projects with trade contractors ensures that they have a better understanding of their scope and our expectations of them. Equally as important, they know that their comprehension is consistent with their competitors and are not bidding with a disadvantage. We run projects that are attractive to trade contractors, which results in competitive and preferential pricing.
- In order to mitigate the risk of subsequent changes, it is important the master schedule and phasing plan, architectural and interior design, and engineering is completed prior to subcontractor tender. It is our intent to tender the major development as one project. Early work in the new fitness and multi-sport locker area may be tendered as a separate scope of work as this work will likely be completed prior to the issuance of a development permit.

Assessing Trade Contractor Competency

- We will implement a prequalification process which is especially helpful when new trade contractors, whose capabilities have not yet been proven to Rescom-Synergy, are bidding. The prequalification process assesses their recent work history, work capacity, financial status, bonding ability and capacity, insurability, safety record and programs, specialized technical capacity, personnel, etc.
- Typically, we rely on our working knowledge and long term experience with trade contractors in the Northern Alberta market to continually assess trade contractor competency.
- Both Rescom and Synergy have a long established corporate-mandated process of evaluating the competency and performance of trade contractors who work on our projects. This process and histor-

ical results will be shared with Rescom-Synergy and reviewed against the bid list to identify potential under-performers, and to produce a management plan for each trade contractor.

Trade Contractor Schedule Management

- We will utilize our resources to develop a summary level schedule for the project at the start of the bid period, drawing upon both in- house experts, including building systems, mechanical and electrical coordinators, and outside trade contractor input.
- Prior to sub-trade awards, Rescom-Synergy will jointly hold a pre-award meeting with the trade contractors to review their full scope of work, and determine scope gaps & overlaps, followed by a review of their tasks and how they fit in with the Master Schedule. Durations are validated against their manpower plan and historical production metrics. Schedule expectations are recorded and included in their subcontract.
- Prior to the trade contractors starting work on-site, Rescom-Synergy will hold a pre- construction meeting with the trade contractor's field management teams (working adjacent to each other and follow on trades) to review all performance expectations, including schedule milestones. Each trade contractor will have input during this final co-ordination session and minor adjustments may be made to the scheduled tasks to ensure the milestones are met.
- Weekly schedule meetings will be held. In most cases there are site walks with lead trade contractor supervisors to review adherence to the 2-week look-ahead schedules from the past meeting. Slippages are identified and mitigation plans are established during these walks and implemented as necessary.

Rescom-Synergy will provide full master schedule update reports on a monthly basis which track actual task progress against the original plan. In addition, the principal in charge reviews these reports monthly and works with the project managers and site supervisors to ensure the schedule is met or improved upon.

4.1.2 – RESOURCE USAGE DURING THE PRECONSTRUCTION PHASE

For the resource usage during the preconstruction phase, we have identified the % allocation for the teams during preconstruction. % allocations are based on a 40 hour week. We believe that the keys to success of this project would be getting the preconstruction phase of the project correct. It is with that in mind, that both Mark Agnew and Rob McGrath, as company presidents, will both be actively engaged in the project through preconstruction. The skillsets possessed by Mark and Rob in the planning of phased execution projects is unmatched in the market, so will be key to the success of the project. Also, having the advantage of 2 company presidents allows for quicker results, decision making, and overall project flexibility.

It should be noted that both John Stollery and Jared Wilson will be committed as noted during the preconstruction phase as well, and switch to the reimbursable CM project once phase 1 construction gets underway.

Our total preconstruction cost is included in the fixed price provided as part of this RFP, and there would be no further charges to the project or client as a result of that preconstruction effort.

4.1.3 – OWN FORCES WORK

Own forces work will be limited to rough carpentry scopes of work and general labour requirements on the project. We do not self perform scopes of work (ie/ concrete, millwork, millwork install, excavation etc). We see tendering of trade scopes as an advantage in this current marketplace, as we can typically secure 5 or more qualified trade scopes in a competitive environment. For the RGC, we see no need for any general contractor to provide own forces work, as even the concrete work is fairly straight forwards and there are numerous subtrades in the Edmonton market with ability and capacity.

4.1.4 – PROCUREMENT STRATEGY AND USE OF TOOLS AND EQUIPMENT

All equipment rentals will be procured through 3rd party vendors. We will not provide any equipment to the project. Rescom-Synergy utilize a competitive bidding process for equipment rentals and purchases through the Quote-To-Me third party web interface. Quote-to-Me provides an easy interface to obtain competitive quotes on equipment rentals from over 20 rental companies in Alberta for a nominal annual fee. Link: <https://quotetome.com/>.

In the RFP, there is mention of small tools being under \$1,500. We would propose under \$500 (handheld tools, table saws, etc). More expensive items such as chippers, core drillers, scanning machines etc are typically 3rd party rental due to the specialty nature, and would be procured as such for this project.

5.0

Project Schedule and Phasing



Snack Bar



5.0 Project Schedule and Phasing

Our schedule is prepared based the information provided within the RFP, pre-bid meetings, and through Rescom's 40 year historical perspective on the inner workings of the facility and how past renovations will ultimately impact the redevelopment master schedule.

We would like to clearly identify that at this point in time, we recognize that the phasing commentary, schedule and drawings are issued to take a first attempt at phasing, but also to demonstrate our capability and approach to phasing. We have made every effort to ensure that the phasing allows for regular usage of the facility during construction, and also provide the least disruption to user groups. However, we have done so without context provided by these user groups. It would be expected that throughout the preconstruction phase, representatives from the design team, Altus and RGC representatives coordinate all phasing and moves, so direct impact to the club is understood and mitigated. Rescom-Synergy will take the lead on all phasing discussions.

We are projecting a build time of 21 months for the major exterior and interior alteration and modifications to the facility. In developing the master schedule and phasing we are accommodating the below as a part of the critical path:

- To minimize disruption:
 - Dedicated men's and women's locker rooms, and family change rooms will always be available;
 - Fitness will always be available;
 - Child-minding will always be available and safety of the children is critical;
 - Food and beverage service will always be available;
 - Physiotherapy and massage services will always be available
 - Major food services and banquet operations will be offline for 6.5 months, however, we believe

there are ways to further minimize this impact, as discussed further on.

- Minimal temporary spaces will be required to ensure the 'member experience' is always top of mind.
- Access to sport courts, skating rink, hockey change rooms, and swimming pool will always be available.
- Washrooms will be available.
- Complete after-hours work in those spaces that may not be cordoned off as a major work space to mitigate membership disruptions.
- Separate entrances and temporary facilities (i.e. offices, washrooms, etc.) For construction personnel.
- Construction personnel will be restricted to the cordon off work area, unless accompanied by an authorized representative if accessing member areas during construction.
- To minimize loss of revenue and maximize new membership sales during construction:
 - Major food and beverage service and banquet operations will be offline for only 6.5 months;
 - Physiotherapy business operations will be maintained in its current space or its new space to ensure continuity of lease revenues;
 - Celebrate "grand openings" of completed spaces throughout the project to create excitement among current membership and prospective members.
 - Coordinate joint social media announcements (Linked-in, Twitter, Instagram, Facebook) with RGC sales and marketing to promote the redeveloped facility and report on its process amongst both Rescom and Synergy's extended business network and social media followers.

- Construction timeline is 21 months. To achieve this, we will employ shift work, after-hours work, and advanced coordination activities to improve on the master schedule. Total completion is projected on March 30, 2021. This timeline is based on an early start to construction not impacted by the Development permit, such as relocation of child-minding and the fitness centres.
- Temporary hoarding will feature full wall illustrations of the anticipated completed space to further generate membership excitement and enhance the 'membership experience' throughout construction. Refer to the member experience section of this phasing document for more information.

Phasing Details

In the attached phasing documents and schedule, we have attempted to demonstrate our approach to phasing as requested in the RFP. The phasing on the drawings and within the schedule should be read along with the following commentary which provides additional clarity.

- **Phase 1 - Child-minding** is relocated to the existing alley to allow for an early, pre-development permit approval, start on the project in the new fitness and multi-sport locker areas because we understand the importance of showing progress to the membership. This early start not only creates additional excitement and positive "locker room conversation" for members it also provides a narrative for the membership sales department and membership committee to further attract new memberships during this exciting time.
- **Phase 1 - Existing boys, girls, and family change rooms** could be relocated to one or two existing hockey change rooms while the **multi-sport locker area** is under renovation.
- **Phase 2 - Completion of fitness and the multi-sport locker area** will allow fitness to be moved from its existing location to its permanent home overlooking the swimming pool. This early move will ensure membership will always have access to fitness during the redevelopment and further illustrates to potential new members the benefit in investing in this exciting redevelopment. This work is also anticipated to be completed prior to development permit. Investigation will be required into the existing structure below the fitness center, above the existing change rooms to ensure the

structure is robust enough to accommodate the fitness center.

Early completion of the **multi-sport locker area and boys and girls change rooms** will ensure continuous access to the swimming pool, ice rink and fitness area during the remaining redevelopment. In addition, these new lockers will be available as overflow lockers as the men's and women's locker rooms are renovated.

- **Phase 3 - Major exterior alterations to the facility** would commence shortly after receipt of the approved development and demolition permits.
 - The new **Braemar ballroom, gymnasium and spa areas** will require a complete demolition of the current second floor space as noted in the Williams Engineering Structural report. Relocating fitness early allows for demolition to commence in mid-2019. In our current phasing and budget we have assumed that the second floor slab can remain. Recognizing that the headroom is quite limited below, we will work with Kennedy and the design team to resolve headroom issues. It should be considered that the entire structure may have to come down. This will affect phasing potentially. For Physio and admin space, we could look at a temporary trailer complex attached to the building, or swing space in badminton or squash court areas.
 - We intend to construct the **tennis link building** early in the process to allow **child-minding** to be relocated from the temporary alley space to its permanent home in Q2 2020. This allows the main floor kitchen, administration and back of house construction to commence in Q2 2020.
 - To mitigate long term disruption to the site, we propose constructing the new pre-engineered tennis facility concurrent with the tennis link building. This concurrent construction not only mitigates on-going and limited lay down requirements it ensures we mobilize on the exterior only once during the redevelopment process.
 - Exterior expansion of the rear men's locker room, gymnastics and arena viewing areas will also be completed concurrent with the link building and the Braemar ballroom / gym / spa area.
- **Phase 4 - Major interior alterations to the facility**

will be completed in phases commencing in December 2019. Key interior construction considerations in our master schedule are:

- **Phase 4a** - The **main floor men's locker room** area will be relocated to the upper men's locker and multi-sport locker area to allow for its renovation starting December 2019.
- **Phase 4b** - Upon completion of the main floor men's locker room in Q1 2020 the **second floor men's locker room** will be renovated to its new standards. Men's lockers will be temporary relocated to the main floor men's lockers and the multi-sport lockers. Construction on the **gymnastics and tennis / badminton** viewing area will commence in December 2019 in conjunction with the exterior alterations on the backside of the RGC.
- **Phase 4c** - The **ladies locker room** will be temporarily relocated to new second floor men's lockers in Q2 2020 to allow for the renovation and expansion of the existing women's locker room into the link building. This renovation will be complete in Q2 2020.
- Phase 4d -**Physiotherapy and spa** operations will be uninterrupted as the existing Physiotherapy will be moved into its new permanent space in Q2 2020. As physiotherapy is a paying tenant to the RGC, we understand the importance of continuity of its business operation and maintaining this rental revenue during construction.
- Phase 4e- As noted above, **child-minding** is relocated from the temporary alley space to its permanent home in the new link building;
- Phase 4f- The new Ladies Locker Room will be relocated in Q1 2020 and the new space completed Q2 2020.
- **Phase 5 - Coffee bar, administration, back of house, and lower kitchen** will commence in Q2 2020 with the relocation of the temporary child-minding in the alley and physiotherapy. Temporary offices will be required for sporting professionals, sales and marketing, and accounting during this period. Our intent is to complete the lower kitchen in advance of taking the main kitchen offline to maintain a scaled down food offering to membership from the completed lower kitchen

and the adjacent coffee bar.

- **Phase 6** - Construction of the interior second floor **member lounge and dining, kitchen, café, gymnasium, Braemar ballroom, gymnasium** spaces to be commenced in Q3 2020 upon completion of the main floor space. At this time the new Braemar ballroom and gymnasium will be fully enclosed from exterior elements. This plan will take membership dining, and banquet services off-line for 6.5 months. Please refer to commentary on the dining options later in this section.

Significant Assumptions

The following significant assumption are considered in the above phasing plan. Modifications to these assumptions could have a material impact on the overall schedule and should be discussed in detail with management and the redevelopment committee:

- a) Demolition of the existing fitness area to accommodate the new Braemar Ballroom and gym is down to the concrete podium. We assume the structure integrity of the concrete podium and the ceiling heights under the podium are sufficient for the new proposed users. Additional demolition and reconstruction may have a material adverse impact on the master schedule and budget;
- b) The proposed phasing plan does not result in any decrease in court usage (other than construction of the tennis viewing area). Should the construction manager be allow to use court space as temporary lockers, offices, childcare, physiotherapy, kitchen, etc. This approach may have a positive impact on the master schedule and/or construction cost.

ROYAL GLENORA CLUB REDEVELOPMENT - RFP PROPOSED PHASING PLAN

The Gantt chart illustrates the timeline and sequence of tasks for the Royal Glenora Club Redevelopment project. The project spans from October 2018 to January 2021, with major milestones and phases outlined below:

- Phase 1: Request for Proposal Phase (4 Weeks)** (Tasks 1-15)

 - 02/26: ROYAL GLENORA CLUB REDEVELOPMENT
 - 02/26: EXECUTIVE SUMMARY & MILESTONES
 - 02/26: REQUEST FOR PROPOSAL PHASE (4 Weeks)
 - 02/26: Preferred Proponent/Construction Partner Award
 - 03/08: Preferred Proponent/Construction Partner Award
 - 03/11: Design & Permits Phase
 - 03/11: Design & Permits Phase
 - 03/11: Construction Period
 - 03/11: Construction Period
 - 03/11: Exterior Alterations, New Construction, and Expansion
 - 03/11: Exterior Alterations, New Construction, and Expansion
 - 03/11: Interior Improvements to Facility
 - 03/11: Interior Improvements to Facility
 - 04/09: Phase 1 Complete - Relocate Childminding to Alley
 - 04/09: Phase 1 Complete - Relocate Childminding to Alley
 - 07/12: Phase 2 Complete - Demolition and Reconstruction of Fitness & Multi-Sport Locker Area
 - 07/12: Phase 2 Complete - Demolition and Reconstruction of Fitness & Multi-Sport Locker Area
 - 05/08: Phase 3 Complete - Major Exterior Alterations to the Facility
 - 05/08: Phase 3 Complete - Major Exterior Alterations to the Facility
 - 10/07: Phase 4 Complete - Major Interior Modifications to the Facility
 - 10/07: Phase 4 Complete - Major Interior Modifications to the Facility
 - 04/01: GRAND OPENING OF THE NEW ROYAL GLENORA CLUB FACILITY

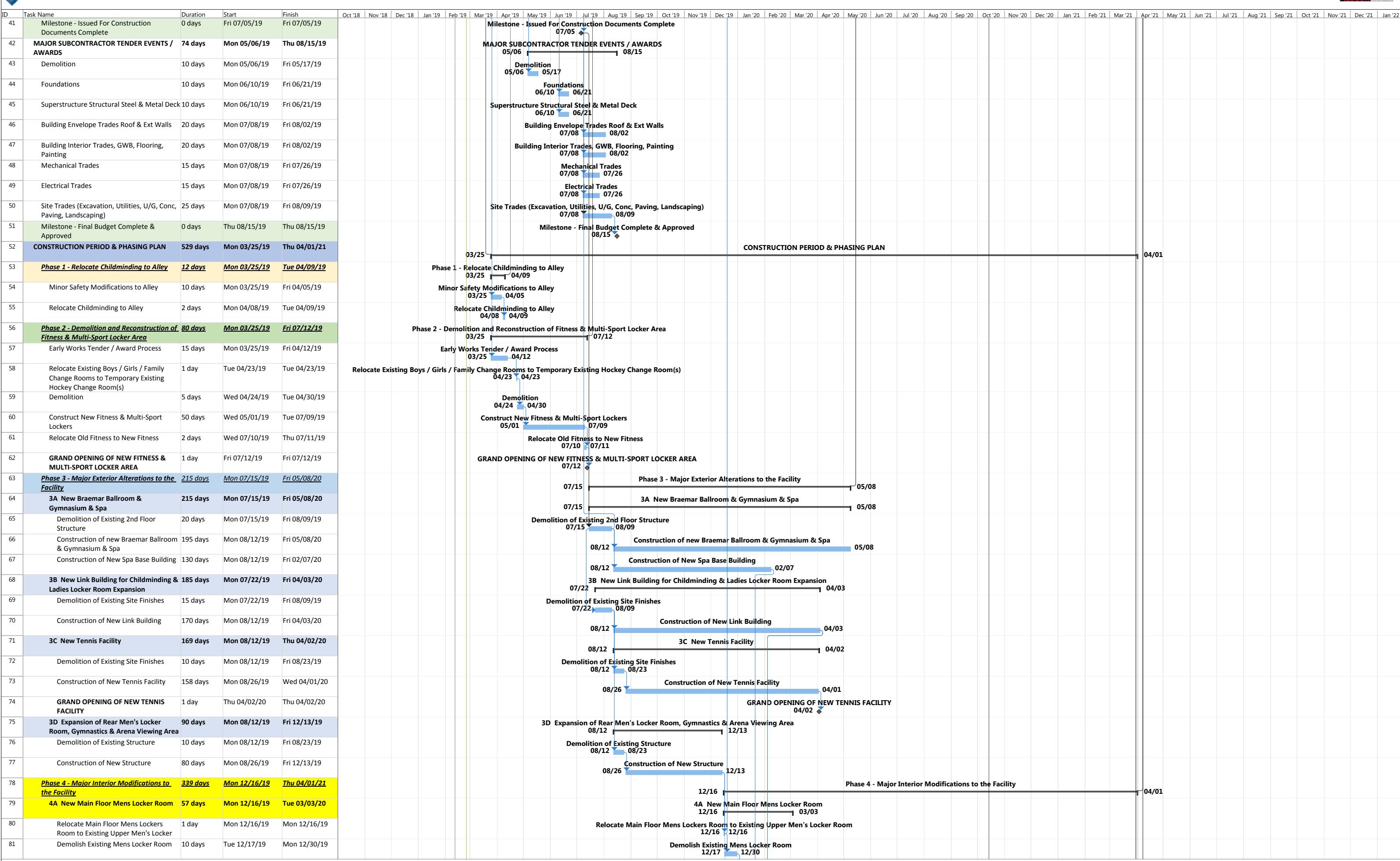
- Phase 2: Design & Permits Phase (17 Weeks)** (Tasks 16-36)

 - 02/26: REQUEST FOR PROPOSAL PHASE (4 Weeks)
 - 02/26: REQUEST FOR PROPOSAL PHASE (4 Weeks)
 - 02/26: Milestone RFP Closing Date
 - 02/26: Milestone RFP Closing Date
 - 03/01: Evaluation of RFPs
 - 03/01: Evaluation of RFPs
 - 03/08: Preferred Proponent Construction Partner Interviews
 - 03/08: Preferred Proponent Construction Partner Interviews
 - 03/11: Preferred Proponent Construction Partner Selection
 - 03/11: Preferred Proponent Construction Partner Selection
 - 03/11: Preferred Proponent Construction Partner Contract Execution
 - 03/11: Preferred Proponent Construction Partner Contract Execution
 - 03/22: Milestone RFP Stage Complete
 - 03/22: Milestone RFP Stage Complete
 - 03/11: DESIGN AND PERMITS PHASE (17 Weeks)
 - 03/11: DESIGN AND PERMITS PHASE (17 Weeks)
 - 03/11: Design Development
 - 03/11: Design Development
 - 03/18: Development Permit Plans & Specifications
 - 03/18: Development Permit Plans & Specifications
 - 03/22: Development Permit Submission To COE
 - 03/22: Development Permit Submission To COE
 - 03/22: Development Permit Review By COE
 - 03/22: Development Permit Review By COE
 - 05/02: Milestone - Development Permit Approved/Issued
 - 05/02: Milestone - Development Permit Approved/Issued
 - 04/08: Demolition Permit Plans & Specifications
 - 04/08: Demolition Permit Plans & Specifications
 - 05/03: Demolition Permit Submission To COE
 - 05/03: Demolition Permit Submission To COE
 - 05/06: Demolition Permit Review By COE
 - 05/06: Demolition Permit Review By COE
 - 05/17: Milestone - Demolition Permit Approved/Issued
 - 05/17: Milestone - Demolition Permit Approved/Issued
 - 04/15: Building Permit Plans & Specifications
 - 04/15: Building Permit Plans & Specifications
 - 05/24: Building Permit Submission To COE
 - 05/24: Building Permit Submission To COE
 - 05/27: Building Permit Review By COE
 - 05/27: Building Permit Review By COE
 - 07/05: Milestone - Building Permit Approved/Issued
 - 07/05: Milestone - Building Permit Approved/Issued

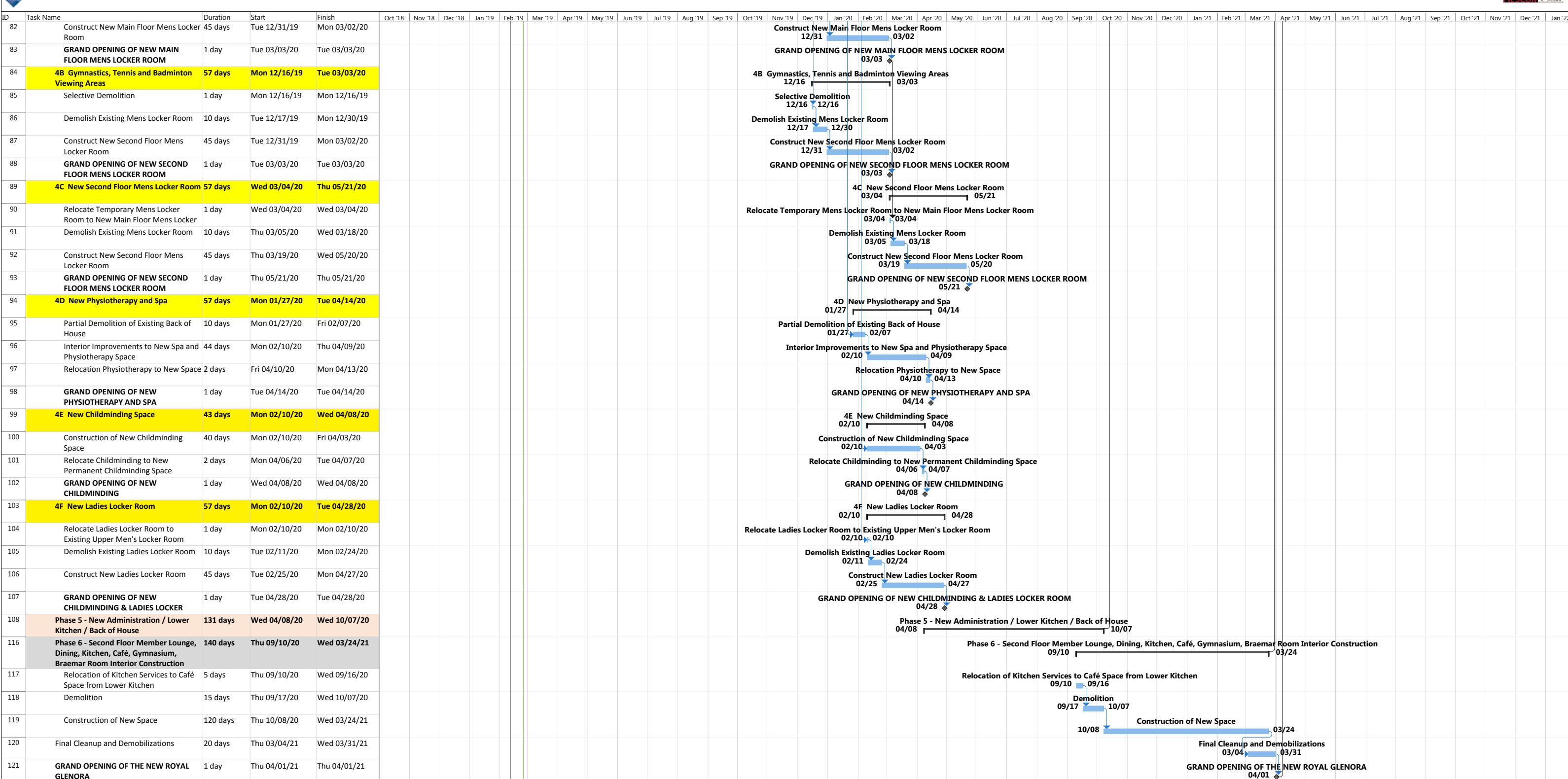
- Phase 3: Construction Period (Tasks 37-40)**

 - 03/11: Progress Design Drawings & Documents 30% Complete For Client Review & Budget Update
 - 04/08: Progress Design Drawings & Documents 60% Complete For Client Review & Budget Update
 - 05/06: Progress Design Drawings & Documents 90% Complete For Client Review & Budget Update
 - 06/03: Progress Design Drawings & Documents 100% Complete For Client Approval And IFT

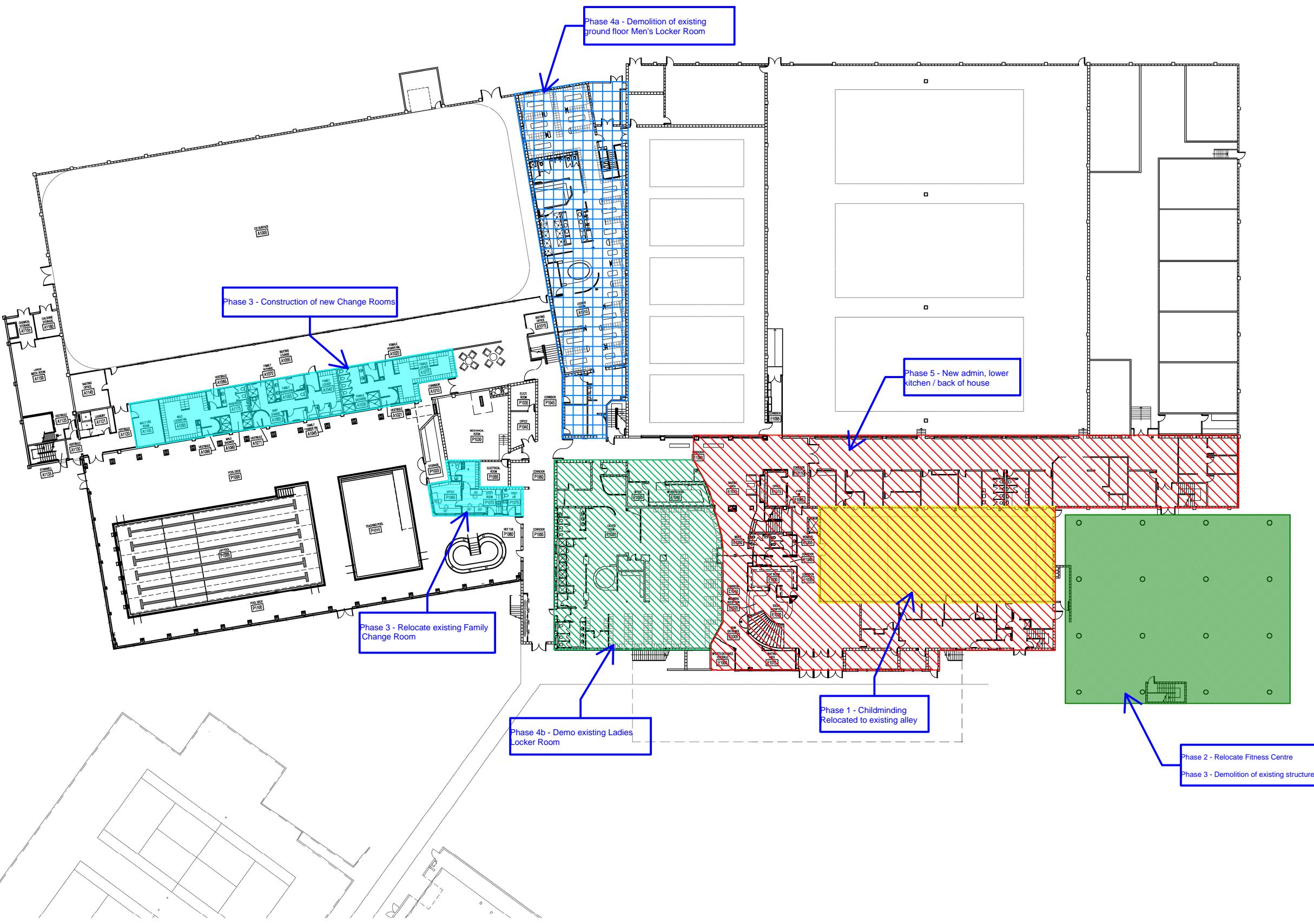
ROYAL GLENORA CLUB REDEVELOPMENT - RFP PROPOSED PHASING PLAN



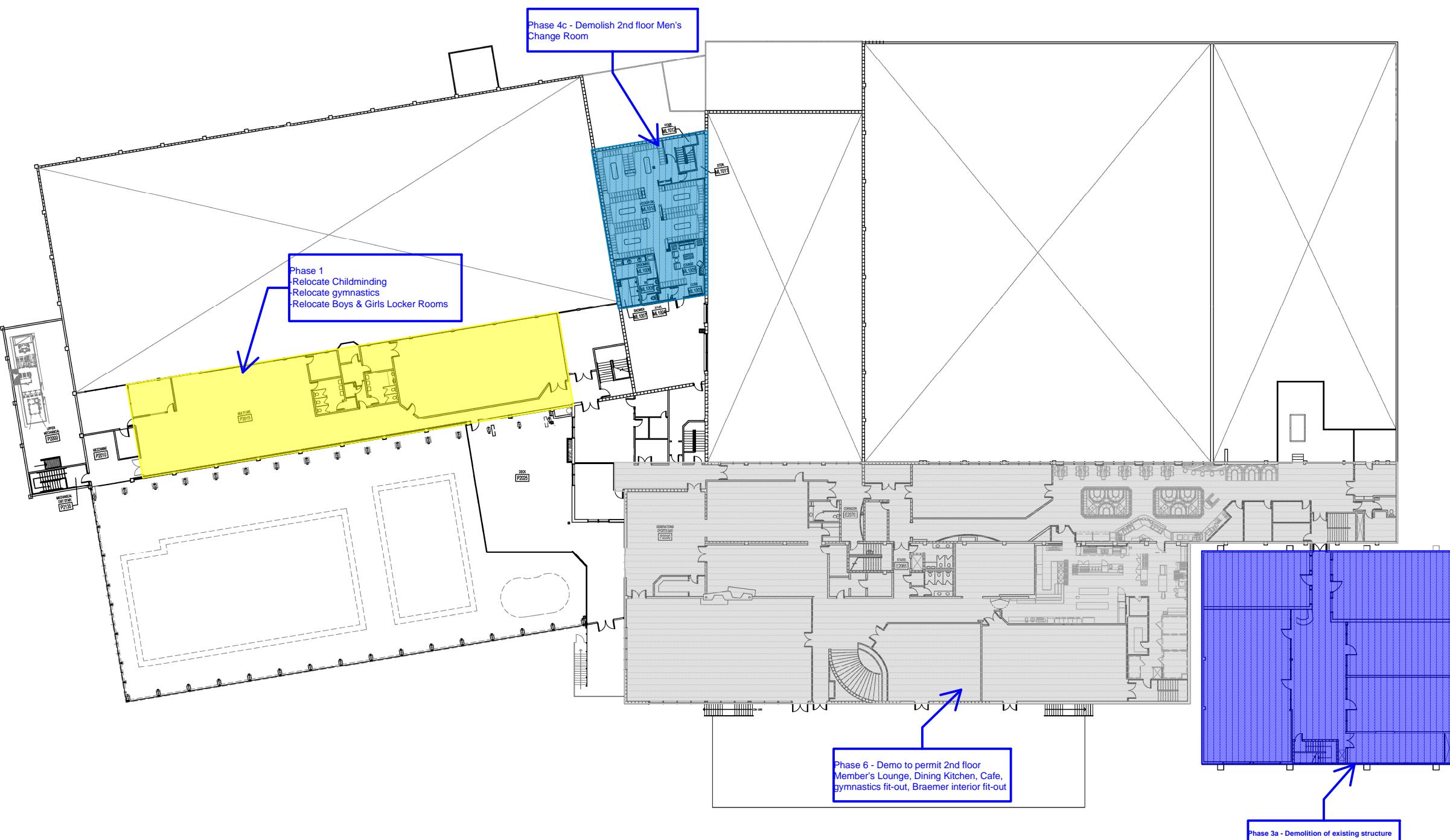
ROYAL GLENORA CLUB REDEVELOPMENT - RFP PROPOSED PHASING PLAN



Existing



Existing



NO. DATE REVISION

Legend:

- Phase 1
- Phase 2
- Phase 3
- Phase 3a
- Phase 3b
- Phase 4
- Phase 4a
- Phase 4b
- Phase 4c
- Phase 5
- Phase 6

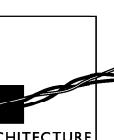


NORTH

SEALS

CONTRACTOR MUST VERIFY ALL JOB DIMENSIONS AND REPORT ANY DISCREPANCIES TO THE ARCHITECT BEFORE PROCEEDING WITH WORK. DRAWINGS ARE NOT TO BE SCALLED.

ALL DRAWINGS AND SPECIFICATIONS ARE THE PROPERTY OF THE ARCHITECT AND MUST BE RETURNED AT THE COMPLETION OF THE WORK.



ARCHITECTURE
BRINSMEAD
KENNEDY

PROJECT

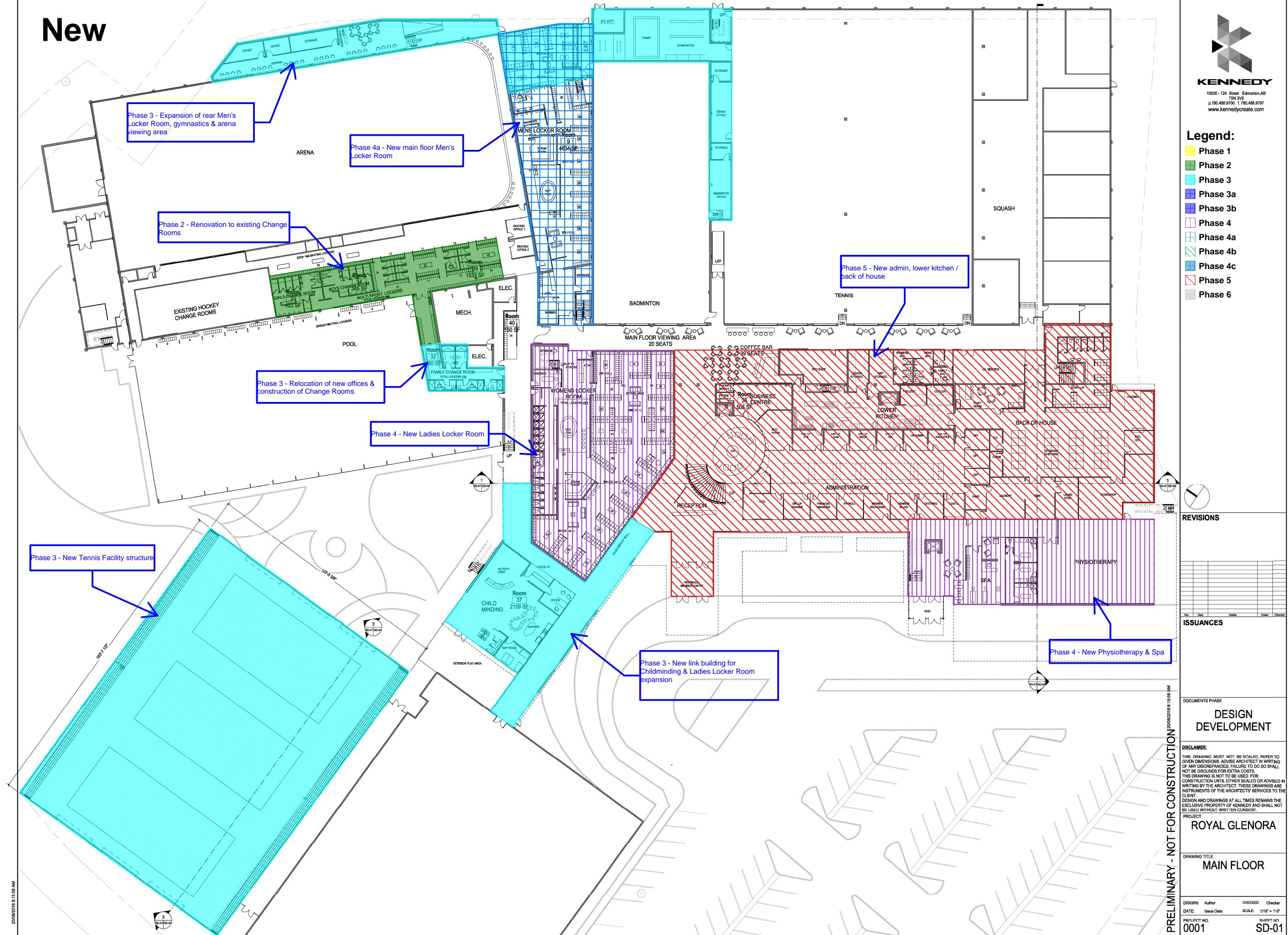
ROYAL GLENORA CLUB
REDEVELOPMENT

DRAWN CHECKED DATE

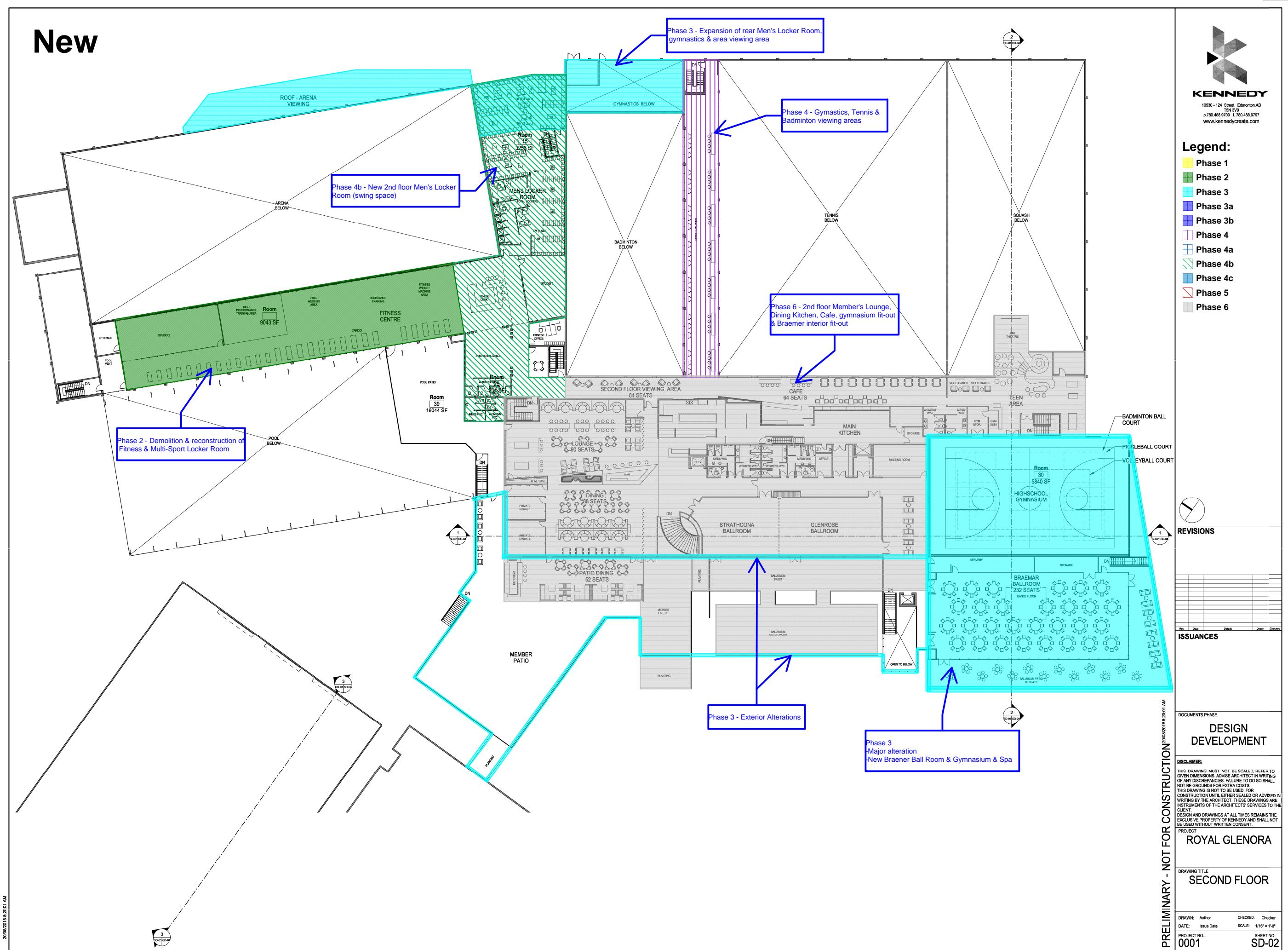
OVERALL
SECOND FLOOR PLAN

2698 1/16" = 1'-0"
PROJECT NO. SCALE SHEET NO.

New



New



Close Interaction With Design & AHJ

An important discussion to be considered with respect to the phasing on the project is the close interaction required between the Rescom-Synergy team, the design team, and the Authorities Having Jurisdiction (building inspectors and fire department). In a phase project such as this, it will be imperative to hold several meetings with the AHJ's to ensure compliance with their requirements. For instance, the fire alarm zoning is to be modified as the project progresses. The AHJ will want to understand both interim and final condition. Similar discussion around hoarding, paths of egress, clear communication during interim construction for the fire department, relocation of annunciator panels, etc. This is an exercise both to ensure compliance with the AHJ, but ultimately ensure the safety of all club members. The construction manager cannot be a passenger in this process, but an integral and involved team member.

Food and Beverage

Currently, we have identified food and beverage as being unavailable for potentially 6.5 months during construction. Naturally, this negates the need to have Braemar back in service on an accelerated program, as major functions, weddings, etc., will need a food offering.

We believe that this downtime can be significantly reduced or negated through further study. For instance, currently, the newly proposed elevator that connects the upper and lower kitchens runs through the existing second floor kitchen. If we can work to strategically place this elevator based on current layout vs future, we may be able to mitigate some kitchen downtime. Right now, the proposed elevator is in the middle of the existing kitchen.

For food service, if the Braemar Ballroom is of significant revenue stream for the club, there may be an opportunity to open it sooner than the proposed Phase 6, and have off-site food catering be provided for the venue. This may not be ideal, but we have presented it to demonstrate not only our ability to phase the project, but seek to understand the needs and restrictions of the RGC, and find ways to integrate with, or solve problems beyond our own construction scope of work.

Member Experience

As we discuss phasing, it is imperative that the member experience be considered for all work phases of the project. We see this as more than just quality hoarding panels and a clean environment, but truly engage and seek to maintain the member experience at the club. Also, it is important that we provide the RGC the opportunity through construction to till attract new membership. Though not requested in the RFP, we have provided the following commentary on the member experience and how we can help facilitate that as both builder and partner in this redevelopment.

Member Board

Currently, the member board at the RGC consists of a TV and bulletin boards in the RGC, which is there to inform the membership. Between both Rescom and Synergy, we are very experienced in renovations to occupied space, and believe that an informed member/guest is a satisfied member or guest. Through our involvement we propose to over communicate with the members and guests through an interactive experience located at each hoarding interface and main points of entry.

To do this, we will install Touch Panel TV's that have a number of user interface options. The touch panel TV's would host current drawings, renderings, schedules, budgets, and photos in a very user friendly interface. Within the space, we will also have live stream 360 cameras installed. Though the touch TV, users can view the construction environment, look up, down and around and see the progress being made to their club. We can, with little effort employ this into a VR goggle setting or youtube channel so members can immerse themselves into the environment, whether at the club or at home. The intention being that if the member can see what is going on behind the hoarding wall, they are more accepting of the inconvenience of construction.

These TV's, with a custom made interface, will be throughout the club and can be hosted on the RGC website. The Rescom-Synergy team will actively work with the club to update content, provide reviewed reports, schedule updates, budget updates, etc as required.

In anticipation of being fortunate for an interview on this RFP, we have begun development of the interface, as well as 360 VR experience, and we are excited to present this opportunity to the interview committee.

Hoardings Walls

As noted, the approach to hoardings are not the answer on the project, but does play a large part as users will interface with a construction hoarding line at some point in the project. The hoardings would be designed in cooperation with the RGC and Kennedy architecture. Ideally, the hoarding could be well built, with reuse and cost in mind, then filmed with images of 'whats to come' behind that hoarding wall. Kennedy has already created great rendering of the space that can, quite economically, be printed on large 'stickers' and applied to the hoarding. This will again, not only inform, but excite the membership.

With consideration of hoarding walls is also the consideration of access through the building. We will have to discretely move men and material into the spaces. We would recommend as much work be done after hours as possible, however, there will be quite a bit of work around the clock required at times. Significant time will be spent to ensure we can move about the RGC without impacting space outside the phased areas, move material, remove garbage etc. The logistics cannot be taken for granted or underestimated in their importance and complexity.

Site Logistics and First Impressions

While we expect that most attention to date and the attention paid by most of the proponents will be to the inside of the building as it relates to user experience, we believe that the outside is if not more important.

If the first impression of a member, guest or potential member, as they turn into the RGC, is that of a warzone or full on construction site, that impression will be embedded within the individual and taint the entire experience. Prospective members upon driving up may say 'I'll come back when its done' and not truly appreciate the work that the entire team has put into making sure that facilities and service offerings are not affected through construction.

There is a lot of detail to be paid to this aspect of the project. A few of which are listed below:

Site fencing: During major addition, there will be the need for site fencing. We will work with the RGC

and Kennedy to ensure the site fencing is attractive, safe and effective. Through a hard hoarding wall or fence with scrim, we will determine what is most appropriate.

On site storage: This project will need to be treated similar to any other constrained site. While optically there is ample laydown and storage capacity on site, the project will take the approach as though we are unable to use any of the available space, and the project will be built with just in time deliveries. We will need some laydown area for bins, portapotties, daily laydown and truck deliveries, but will keep the space to a minimum, as well try and schedule pickups and deliveries to of hours.

On site parking: Parking will be an issue, even though there is quite a bit of available parking on the site. We will work with the RGC to identify what, if any parking is available. We can craft tender packages accordingly to manage parking as agreed upon. Similar to the other discussion points, we would have failed in our delivery if a member or guest were to arrive at the site and could not find parking due to an abundance of worker vehicles. No one likes construction, but moreover, no one likes looking for a parking spot when they are paying membership dues already.

Access to the building: During the rehabilitation of the RGC, there will be renovation to both the main and member entrances. In addition, modification to the elevations of the building that will require lifts, scaffold, etc. The experience from the vehicle into the RGC must be well thought out, and executed. In the summer months, or in the dead of winter, the frustrations of a member or guest trying to figure out proper access to the club will quickly become evident if we are unable to provide proper way-finding, signage and safe path of travel.

As part of the involvement of the steering committee on this project, Mark Agnew and Rob McGrath will stay involved in all phasing and logistics planning for the project. Right down to walking the space as hoardings are erected or concrete is being poured, we will keep a very close eye on the attention to the user experience. It goes further than our commitment to the RGC, but also our commitment to our individual firms and shareholders. This project will receive a high level of scrutiny based on the clientele of the project, many of whom are clients of both Rescom and Synergy. We are committed to putting our absolute best foot forwards to not only uphold our obligations, but to showcase our capability.

8.0

Contract Security, Insurance and Safety



Oilers Entertainment Group Offices



8.0 Contract Security, Insurance and Safety

8.1 BONDING

See enclosed certificate as confirmation of bonding.

8.2 SUBCONTRACTOR BONDING

Rescom-Synergy will identify any specific subcontractor bonding requirements with the Project Manager and redevelopment committee prior to the tender. We do not use subguard, as such on higher value or higher risk subcontractors, we may request a bond to protect the RGC and the project as a whole.

There will be instances where trades who bid are financially shaky. We have risk mitigation processes in place such as increased holdback, insurance on materials, deferred payment, direct procurement of materials or even issuing smaller trade packages phase by phase.

8.3 INSURANCE

See enclosed insurance certificate as confirmation of insurability.

8.4 REFUND MECHANISM ON BONDING OR INSURANCE

We are unclear exactly on what is being asked, but commit to remaining open and transparent with the RGC. If there are reductions in insurance or bonding cost due to scope or schedule change for instance, RGC would receive the complete refund for the differential.

For all bonds and insurance, RGC would be named as additionally insured, and be refunded for any costs incurred through a trade contractor default. We would place insurance as well that would allow the RGC to be reimbursed for damages should a trade default and negatively affect the project or schedule.

If there is more discussion to be held on this item, please let us know.

Bonding Letter



TOLL FREE
1(800) 665-5243
PHONE
(780) 483-4544
FAX
(780) 484-5727

Suite 700, 10240 - 124 Street
Edmonton, AB T5N 3W6
www.lloydsadd.com

February 19, 2019

Tony Nunes, Senior Project Manager
The Royal Glenora Club
c/o Altus Group Limited
10180-101 Street, Suite 780
Edmonton, AB T5J 3S4

Dear Tony,

RE: Rescom-Synergy
Construction Management Services Request for Proposal Royal Glenora Club Redevelopment Project
Project No.12130.100279.000
Confirmation of Bond Ability

We have been advised that Rescom-Synergy would like to be considered for the above referenced project. Rescom-Synergy is a very valued client of Lloyd Sadd Insurance Brokers Ltd., and we currently provide their contract bond requirements through the auspices of Trisura Guarantee Insurance Company.

In our opinion their financial and technical capacity remains excellent, and, to the best of our knowledge, all contracts undertaken by them have been performed in a very timely fashion and to the full satisfaction of the owners. Rescom-Synergy has no fixed bonding limits and support has been provided on single projects in excess of \$100,000,000, with aggregate support being in the \$150,000,000 range.

We have no hesitation in recommending Rescom-Synergy as being fully qualified in their line of business and confirm that, upon their request, the issuance of any required Bid Bond and Performance and Labour & Material Payment Bonds will be given our immediate attention.

Yours truly,

Lloyd Sadd Insurance Brokers Ltd.

Shannon Simpson, PCP, ACSB
Surety Account Manager
780.930.3855

Bonding Rates



COMPARISON OF SHORT-TERM VS. LONG-TERM PREMIUM

Job: Royal Glenora Club Redevelopment Project

Contract \$:	\$27,000,000.00
# months	24
Perf %:	50%
L&M %:	50%

Comments:

One Year Warranty
CCDC Bond Wordings

Short term rates assume straight line project run off

LONG TERM CALCULATION

Contract Range	Contract \$'S Covered	Rate @ \$1,000	Premium
\$0 - \$2,500,000	\$2,500,000.00	\$9.00	\$22,500.00
\$2,500,000 - \$5,000,000	\$2,500,000.00	\$8.00	\$20,000.00
\$5,000,000 - \$7,500,000	\$2,500,000.00	\$7.00	\$17,500.00
\$7,500,000 - \$10,000,000	\$2,500,000.00	\$6.50	\$16,250.00
> \$10,000,000	\$17,000,000.00	\$6.50	\$110,500.00
TOTAL / AVERAGE	\$27,000,000.00	\$6.92	\$186,750.00

Extra if over 24 months:

extra months

% Surcharge @ month

Additional premium

1%

OVERALL TOTAL

\$6.92 **\$186,750.00**

SHORT-TERM CALCULATION

% to complete @ beg of year	YEAR 1	\$27,000,000.00	\$6.50	\$175,500.00
100%	YEAR 2	\$13,500,000.00	\$6.50	\$87,750.00
50%	YEAR 3		\$6.50	
	TOTAL / AVERAGE		\$9.75	\$263,250.00

Premium Comparison	TOTAL
Long term rates	\$186,750.00
Short term rates	\$263,250.00

Insurance Letter



February 20, 2019

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(780) 483-4544

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Suite 700, 10240 - 124 Street
Edmonton, AB T5N 3W6

www.lloydsadd.com

To Whom It May Concern,

RE: Synergy Projects Ltd. & Rescom Inc.
Rescom-Synergy JV

Construction Management Services Request for Proposal
Royal Glenora Club Redevelopment Project
Edmonton, Alberta

This letter will confirm that we are prepared to provide the necessary insurance coverage on behalf of **Rescom-Synergy JV** for the above noted project as required by the General Conditions and Supplementary General conditions of the contract. This is subject to **Rescom-Synergy JV** being awarded the same, and the review of the contract upon award.

We trust the above will meet with your approval, however should you have any questions or concerns, please do not hesitate to contact our office.

Regards,
Lloyd Sadd Insurance Brokers Ltd.

Chad Harvie, BA, CIP, CRM, CRIS
Account Manager



RESCOM

Synergy
Projects Ltd.
Construction Professionals



LaMarchand Mansion



Thank you **RESCOM**

Synergy
Projects Ltd.
Construction Professionals