

SEAFOOD CITY

CHANDOS CASE STUDY

THREE CITIES, ONE CLIENT

THE CLIENT

Seafood City Supermarket has come a long way from its humble beginnings in 1989, establishing itself as the premier Filipino supermarket chain in North America with 31 stores and 2 more in the very near future. It's more than just a supermarket. Seafood City blends both grocery store and restaurant concepts. They strive to answer the consumer desire for high quality, ready-to-eat foods, and ready-to-heat meals.

CALGARY BUDGET | \$11.9M

The Chandos team played an integral role in bringing Seafood City to Western Canada with the first location in Calgary where we converted a 55,000 sq. ft. building with three tenant spaces into one specialty full-service supermarket focused on international foods.

EDMONTON BUDGET | \$7M

This project mirrored its Calgary counterpart. Comprising a 30,000 sq. ft. tenant fit-out that accommodated Seafood City's robust requirements to operate its business successfully. The collaboration between our trusted trade partners, Seafood City, and Chandos districts were keys to the project's success.

SCARBOROUGH BUDGET | \$9.8M

The third location also involved a significant tenant fit-out converting a 55,000 sq. ft. building into a full-service supermarket. The space includes: a grocery space, two full-service hot food restaurants, a dine-in cafeteria, a seafood department, and a 16 ft. tall, 5,000 sq. ft. walk-in freezer warehouse.

While our team was working to complete the Scarborough location on time, our world shifted when COVID19 hit. We adapted quickly to the new challenge of working and managing a project virtually. This involved reducing the size of the team onsite and using technology to provide virtual updates to the Seafood City team. It was incredibly important to, safely, find ways to continue this build.

PARTNERING FOR SUCCESS

Successfully partnering between our cross-country teams, trade partners, and the client has led to the completion of three Seafood City locations in Canada to date. This collaborative approach brought together resources and knowledge sharing to ensure the client received the same build experience no matter where the project was located. Our ability to come to the table with local technical expertise and relationships to help solve the client's non-construction related challenges, has led to continual partnership. The success of these projects can be traced back to the collaborative nature of our team, trade partners, and Seafood City.

ALL ACROSS CANADA

From Alberta to Ontario, these projects highlight our internal collaboration across our districts and would not have succeeded without close working relationships between our trusted trade partners, Seafood City, and Chandos. To keep the schedule on track, communication between all three parties was crucial.

Teamwork across our districts helped ensure the needs of the client were well understood upfront, by involving all partners at the correct time. Our team's commitment to travel and support projects outside their geographical region, meant that the correct team members were involved on every project. This led to knowledge sharing during preconstruction, planning, execution, and closeout. Which led to each project building upon the lessons learned and experiences from the previous project resulting in an ever increasingly detailed project execution plan for the next team.

This process has meant that each project is able to start with more knowledge and understanding of the needs of the client. It has created a team atmosphere where no matter your location, we are one team working to complete the tasks at hand. Everyone was committed to the success of these projects, changes to the scope were embraced and challenges were worked through on a consistent basis, achieving solutions quickly.

Location variation across Canada provided its own challenges. Even though the projects are similar in scope and design their region, market, and site-specific challenges required a constant focus on what the measure of success would be for Chandos and the client. This meant continued

focus and understanding of the communities that Seafood City plans to build in, knowledge of the requirements involved, and the protocols for completing work in that area.

Our geographic reach as a general contractor meant our experts were on location at every site helping to guide the project. During construction, the teams came up against several challenges which helped us to understand how to be more agile and take lessons learned into the next project. The challenges encountered during the Seafood City projects did not divide the team but instead brought the owner, consultant team, and Chandos team closer together, strengthening our bond and commitments to the success of the projects and each other.



As with all our national clients, we build tailored programs to suit each client's needs, addressing financial reporting, communication, technical knowledge sharing, and a national project owner. The intent is to deliver a consistent build experience for our clients no matter where the project is located. ”

Oliver Dees
VP of Strategic Services,
Chandos Construction





THE CHALLENGES

- Managing delivery and equipment from third party international suppliers and vendors. Supply chain delays due to freight regulations, transportation issues, and border restrictions.
- Communication, site reviews, and problem solving with consultants physically located outside of the project region, country, and time zone.
- Integration of food services, hospitality services, warehouse, and distribution centres with grocery retail all in one location.
- COVID-19, our team had barely kicked-off the Scarborough project when COVID-19 hit. Seafood City had only visited the initial site once, prior to health restrictions on gatherings and travel.

THE FIXES

- Onsite storage receiving and assembly facility to breakdown the deliveries and distribute to the site based on the construction schedule. Local product rep relationships for commissioning and tech expertise were established to trouble shoot and start up the various manufacturer items.
- Detailed communication plans and protocols were developed and weekly onsite video calls for walk-throughs were completed to keep the entire team up to date on the construction progress and enable them to do their progress inspections.
- Pull planning and phased construction approach for each service location site was blended into one master schedule to ensure continuity of the critical path to the completion date. Utilizing tools like ViewPoint, and Microsoft Teams all teams were able to review shop drawings and track progress without loss of document control.
- Through quick adaptation, our team built out safety protocols and guidelines to work safely during COVID-19. Ensuring the project continued with minimal delays.