



Municipal Office Renovation – Project Charter

Project: Municipal Office Renovation
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1.0 Project Mission & Charter

1.1 Project Mission

This project focuses on the renovation of the Coldstream Municipal Office. The renovation will see a significant long-term investment in the facility that will meet the needs of the staff, residents, and community today and into the future. By renovating the existing office space to meet today's building codes, accessibility standards and sustainable initiatives, allows for the office to stay centrally located in the municipality.

1.2 Purpose of the Project Charter

To move this project forward in a timely manner, it is recommended that a project charter be used. The project charter outlines the scope, schedule, budget, milestones, delivery strategy and risks associated with the project. The adoption of a project charter will allow the project steering committee to finalize a detailed project schedule. A project charter establishes a full understanding of the expected objectives, outcomes and deliverables for this project and will guide the project steering committee in its management and completion.

Once approved by Council, the charter and any amendments will guide the management of the project.

2.0 Background

2.1 Project Background

The Coldstream Municipal Office was originally constructed in 1987 and was approximately 12,000 ft². In 2003, the office saw a 3,500 ft² addition. The current square footage of the office (minus the community centre) is approximately 15,500 ft². The planned building would increase in area to approximately 21,000 square feet in building area. Construction will see the following completed:

Phase 1 – A 5,500 ft² two storey addition that will become the new home of the Building, Engineering and Planning Departments.

Phase 2 – A 2,000 ft² addition that will become the new Council Chambers.

Phase 3 – Interior renovations of existing office space (approximately 7,250 ft²)

Green energy and sustainable building practices are significant drivers for modern building requirements. This project will have a goal of incorporating green initiatives

such as solar collection and electric vehicle charging into the facility as part of the redevelopment. In keeping with sustainable energy, lowering the carbon footprint, and improving the quality of the indoor environment it is suggested that use of wood framing and heavy timber framing be incorporated into the design as much as possible. Using a timber design expressing the natural wood framing would add to the indoor environmental appeal. Incorporating windows that provide natural daylight into the building interior should be considered where possible.

Due to the nature of the building, any new construction would be required to be constructed to Post Disaster requirements. The new construction would be proposed as being load bearing wood frame in keeping with the original construction. The Phase 2 expansion of the Council Chambers will be a tall volume area to support the massing of the Phase 1, two storey addition. An elevator will be provided in the two-storey addition. The existing septic system will need to be investigated to confirm that it will have capacity to service the new occupant load and will need to be adjusted to suit the new building configuration. The existing asphalt shingled roof surfaces are approaching the end of their serviceable life and will be upgraded to a new metal roof. The existing flat roof, roof surfaces are 20 years old and are likely also approaching the end of their serviceable life. The flat roof areas may be able to be recoated.

The project will look to have a controlled indoor environment to reduce the total amount of energy that is required. This involves use of high-performance building envelope components including above minimum building code insulation and glazing U-values. Use of window overhangs or other shading features to reduce solar heat gain. Minimize South facing glass, etc. Energy efficient HVAC systems to include energy recovery ventilation, air-source heat pumps or possible geothermal energy.

The additions and the newly renovated space will meet AODA compliance.

3.0 Project Governance and Steering Committee

The following outlines project governance and the project steering committee along with their roles and responsibilities.

Project Role	Responsibilities
Project Approval Council	<ul style="list-style-type: none">• Approves project charter and project plan and approves any significant changes made to the scope of the project• Provides final approval of the budget and endorsement of identified recommendations/priorities/initiatives

Project Role	Responsibilities
Project Sponsor: Michael Di Lullo, CAO	<ul style="list-style-type: none"> • Provides oversight and strategic direction • Provides approval of project charter prior to going to Council • Approves and confirms project goals, objectives, and deliverables prior to going to Council • Assists in the resolution of any conflicts
Project Manager: Scott Mairs, Director, Community Services	<ul style="list-style-type: none"> • Controls the day-to-day aspects of the project • Develops and maintains the project charter, project plans and all documentation • Identifies project objectives and deliverables • Identifies and manages risks • Reports and forecasts project status • Resolves conflicts within the project • Oversees quality assurance of the project management process • Executes formal reviews and management reviews • Helps resolve issues and change requests • Tracks action items and any related budgets
Project Steering Committee: <ul style="list-style-type: none"> • Arnie Marsman – Building Department • Marco Masutti – Building Department • Rob Cascaden – Public Works & Engineering • Justin Fidler – Facility Services 	<ul style="list-style-type: none"> • Provides ongoing review of the development of the project, process, and reports to ensure project scope is being adhered to • Provides guidance, feedback and recommendations for the project including goals and objectives • Organizes, supports, and participates in the review and other activities as they relate to the completion of the project • Attends project meetings as required to assist in achieving project objectives and deliverables and advancing the project

Project Role	Responsibilities
Prime Consultant - TBD	<ul style="list-style-type: none"> • Provides professional expertise on the project • Provides advice on what is critical to the performance of a project task • Is responsible for overseeing all architectural and engineering aspects of design development • Develops the pre-design/schematic design including functional layout • Completes design development including floor plans, elevations and establishes overall design ready for building permit • Creates construction documents, working drawings and specifications • Prepares contract documents including CCDC, bonds, insurance etc. • Provides contract administration including site reviews, quality control, site meetings, change orders, payment certificates, holdbacks deficiency corrections etc.

4.0 Management & Accountability Approach

4.1 Accountability Structure

The project steering committee will meet as required to provide strategic direction to the project manager and sponsor and when key decisions of Council are required.

4.2 Progress Reporting to Council and the Public

It is recognized that this project will have an elevated level of interest in the community. To ensure that Council and the public are kept informed on its progress, the Middlesex Centre website, and other media channels (social media, newsletters, media releases, etc.) will be used to share updates and the status of this project.

4.3 Change Management

Significant scope changes related to project scope or budget will be approved by Council (e.g., changes to the items listed under Objectives). Changes that fundamentally alter the mandate of this charter will be presented to Council for final approval (e.g., changes to the deliverables listed).

5.0 Defining Success

5.1 Strategic Alignment

This project contributes and supports the municipality's strategic plan (2021-2026) by meeting the needs of both current and future residents of Middlesex Centre under the priority of 'Sustainable Infrastructure and Services'. The strategic plan along with other relevant plans and strategies will be consulted over the course of this project.

5.2 Objectives

This project looks to achieve the following objectives:

- Accessibility
- Sustainability
- Quality
- Health & Safety
- Reliability
- Cost reduction

5.3 Deliverables

The project looks to complete the following deliverables:

- Proposals
- Functional design
- Design drawings
- Design documents
- Project completion on time and on budget
- Deficiency reports
- Project sign off

6.0 Budget, Project Timeline & Planning Process

6.1 Budget

The total project budget has been identified at **\$4,300,000**. The project to be funded from the following areas:

- Building Department - \$1M

- Build Middlesex Reserve Fund (proceeds of the DFH land sale) - \$1M
- Building and Facility Reserves – \$2.3M

6.2 Project Timeline & Planning Process

Staff anticipate the project will take approximately 24 months from design to project completion. The project is to be completed as one overall project but in four distinct phases listed below:

Phase 1 – Preparation of detail design drawings and required engineering

Phase 2 – Construction of 5,500 ft² two storey addition that will become the new home of the Building, Engineering and Planning Departments.

Phase 3 – Construction of a 2,000 ft² addition that will become the new Council Chambers.

Phase 4 – Interior renovations of existing office space (approximately 7,250 ft²)

7.0 Risks

7.1 Risk Management

Risks will be reviewed and updated on a regular basis to reflect the current understanding as actual events occur. The following lists the potential risks and mitigation strategies for this project:

Risk	Risk Factor
Construction	<ul style="list-style-type: none"> • Availability of resources • Shortage of equipment • Shortage of Material • Late deliveries of materials • Inferior quality and workmanship • Site safety • Site security • Site access • Insolvency of subcontractors • Insolvency of suppliers • Inadequate planning • Weather • Change orders

Risk	Risk Factor
Design	<ul style="list-style-type: none"> • Owner involvement in design • Incomplete design • Errors in the completion of studies, i.e., geotechnical • Wrong selection of materials • Need for design exceptions
Political	<ul style="list-style-type: none"> • Changes in law or regulations • Delay in project approval • Inconsistencies in municipal policies • Excessive contract variation • Bureaucracy • Public expectations
Performance	<ul style="list-style-type: none"> • Productivity of labour • Productivity of equipment • Suitability of materials • Defective work • Conduct hindering performance of work • Labour disputes
Contractual/Legal	<ul style="list-style-type: none"> • Delayed dispute resolution • Delayed payment on contracts • Change order negotiation
COVID-19	<ul style="list-style-type: none"> • Health & safety risks • Project suspension • Labour shortages • Delay of construction materials • Quarantines and travel bans • Legal issues
Organizational Risks	<ul style="list-style-type: none"> • Insufficient time to plan • Unanticipated workload • Priorities change on existing program • Inconsistent cost, time, scope, and quality objectives

Risk	Risk Factor
Project Management Risks	<ul style="list-style-type: none"> • Project purpose, needs, objectives, costs, and deliverables are poorly defined or understood • No control over staff priorities • Consultant or contractor delays • Estimating and/or scheduling errors • Communication breakdown with the project team • Lack of coordination

8.0 Project Approvals

Aina DeViet, Mayor

Date

Michael Di Lullo, CAO

Date

Scott Mairs, Director, Community Services

Date