

**REPORT NO. 16 of the  
FAMILY AQUATIC STEERING COMMITTEE**  
of its meeting held  
January 30, 2012

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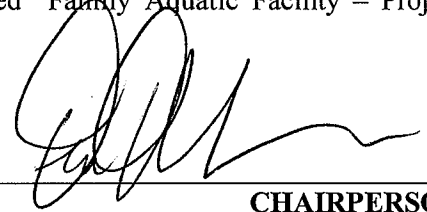
**Present:**  
**Councillor Drew Dilkens, Chair**  
**Councillor Ed Sleiman**  
**Councillor Ron Jones**  
**Councillor Hilary Payne**  
**Councillor Fulvio Valentinis**

Your Committee submits the following recommendation:

Moved by Councillor Payne, seconded by Councillor Sleiman,  
That the Project Charter for the Family Aquatic Facility project **BE RECEIVED.**

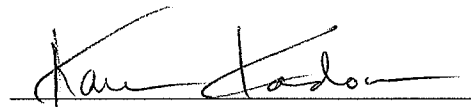
**Clerk's Note:**

The report of the Chief Financial Officer/City Treasurer & Corporate Leader Finance and Technology dated January 27, 2012 entitled "Family Aquatic Facility – Project Charter" is attached.



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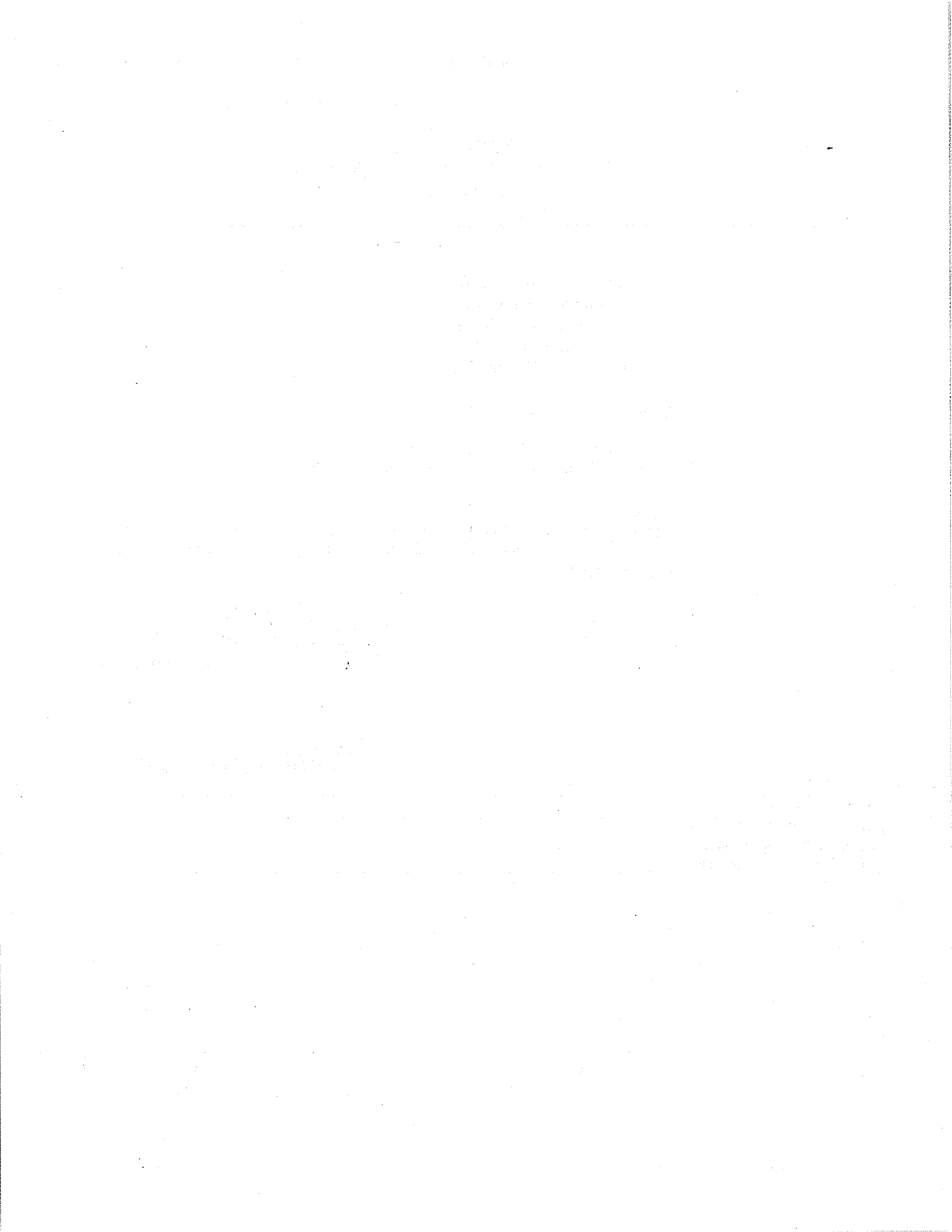
**CHAIRPERSON**



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**COMMITTEE COORDINATOR**

NOTIFICATION		
Members of the Family Aquatics Complex Steering Committee (including resource personnel)		



**THE CORPORATION OF THE CITY OF WINDSOR**  
**Office of the City Treasurer - Click here and select area**



**MISSION STATEMENT:**

*"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"*

<b>LiveLink REPORT #:</b>	<b>Report Date: January 27, 2012</b>
<b>Author's Name: Onorio Colucci</b>	<b>Date to Steering Committee: January 30, 2012</b>
<b>Author's Phone: 519 255-6100 ext. 6234</b>	<b>Classification #:</b>
<b>Author's E-mail: ocolucci@city.windsor.on.ca</b>	

**To: Family Aquatic Complex Steering Committee**

**Subject: Family Aquatic Facility – Project Charter**

**1. RECOMMENDATION: City Wide: \_\_\_\_\_ Ward(s): \_\_\_\_\_**

That the Steering Committee APPROVE the attached project charter for the Family Aquatic Facility project.

**EXECUTIVE SUMMARY:**

N/A

**2. BACKGROUND:**

On December 15, 2011 Council awarded the contract for the noted facility to the joint venture of DeAngelis Construction/EllisDon Inc.

**3. DISCUSSION:**

Best practices indicate the need for a comprehensive project charter to be completed at the beginning of the project in order to provide guidance during the project and the ability to evaluate its success upon completion. The Steering Committee is being asked to approve the attached project charter.

**4. RISK ANALYSIS:**

N/A

**5. FINANCIAL MATTERS:**

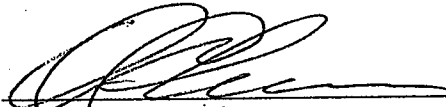
Discussed within the charter.

**6. CONSULTATIONS:**

Members of the Executive Committee.

**7. CONCLUSION:**

The attached project charter modelled after the one used for the successful WFCU project is being submitted to the Steering Committee for approval.



**Onorio Colucci**  
**Chief Financial Officer/City Treasurer and**  
**Corporate Leader Finance and Technology**

**APPENDICES:**  
**Project Charter**

**DEPARTMENTS/OTHERS CONSULTED:**  
**Name:**  
**Phone #: 519                    ext.**

<b>NOTIFICATION :</b>				
<b>Name</b>	<b>Address</b>	<b>Email Address</b>	<b>Telephone</b>	<b>FAX</b>

# **Family Aquatic Complex**

## **Project Charter**

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## **1. INTRODUCTION**

### **1.1 INTRODUCTION**

This document defines the scope and establishes the framework and overall approach for the Family Aquatic Complex project. This Charter includes an overview of project goals, objectives and anticipated project risks and mitigating measures. This document also provides the deliverables, describes the project team structure, outlines roles and responsibilities, and defines the project environment.

The contents of this document have been signed by the Project Sponsor, Project Co-Sponsor, and Project Manager as an indication of their concurrence of the contents of the Charter. The Charter allows all project participants to work towards a common goal and clarify expectations while becoming the standard against which changes to project scope and duration are identified and evaluated.

### **1.2 HIGH LEVEL OBJECTIVE**

The high level objective of this project is the construction of a signature Family Aquatic Complex that can accommodate both 50-metre and 25-metre events and diving activities.

The project also includes a state-of-the-art water park for Windsor families and visitors to the Windsor-Essex area alike.

In the near term, the high-level objective is to have the facility ready to host the 2013 International Children's Games competition.

### **1.3 HIGH LEVEL SCOPE**

This Project Charter has been developed to outline project scope, guiding principles, and an integrated view of project management best practices. **Appendix A** illustrates the Project Schedule.

## 1.4 BUDGET / FINANCIALS

See Comment #	Description	Budget \$
	<b><u>Construction:</u></b>	
1	Design Build Fixed Price Contract	\$ 60,512,300
	Pool Costs	5,860,000
	<b>Total Design Build Fixed Price Contract</b>	<b>66,372,300</b>
2	Non-Refundable Deposit for Pools	150,000
3	Site Servicing (Surrounding Infrastructure)	1,200,000
4	Furniture Fixtures and Equipment (Facility Fit-ups)	3,300,000
	<b>Subtotal Construction and Fit Ups</b>	<b>\$ 71,022,300</b>
	<b><u>Professional &amp; Administrative Costs</u></b>	
5	External Professional Fees	\$ 1,060,000
6	Project Management & Administration	440,000
	<b>Subtotal Professional &amp; Administrative Costs</b>	<b>\$ 1,500,000</b>
	<b><u>Other Costs</u></b>	
7	Interim Financing Costs	\$ 2,000,000
8	Project Contingency	2,900,000
9	Other Miscellaneous	200,000
	<b>Subtotal Other Costs</b>	<b>\$ 5,100,000</b>
	<b>Total Gross Project Costs Prior to Project Recoveries</b>	<b>\$ 77,622,300</b>
10	Less: Provincial Grant	\$ 15,000,000
	<b>Total Net Project Costs Prior to Corporate Recoveries</b>	<b>\$ 62,622,300</b>
	<b><u>Less Corporate Recoveries</u></b>	
11	Building Permit Fees	250,000
12	Hoarding Permit Fees	130,000
13	Reduction in Salary Costs in Other Corporate Areas	140,000
	<b>Subtotal Corporate Recoveries</b>	<b>\$ 520,000</b>
	<b>Net City of Windsor Costs</b>	<b>\$ 62,102,300</b>



**1. Design Build Fixed Price Contract**

The negotiated fixed price with the selected proponent for the construction of the 144,000 square foot facility is \$60,512,300. The \$5,860,000 cost for the outstanding payment for the pools pre-purchased from Nationwide Commercial Aquatics (cost of \$6,010,000 net of non refundable \$150,000 deposit payment already made) is in addition to the negotiated fixed price and is added to this budget line item. The pools were purchased prior to the selection of the successful proponent in order to expedite the process given the tight timelines. The contract with Nationwide Commercial Aquatics will be assigned to the selected proponent.

**2. Non-Refundable Deposit for Pools**

This line item reflects the \$150,000 cost of the non-refundable portion of the pools pre-purchased from Nationwide Commercial Aquatics. Council approved this payment on September 28, 2011 by way of council resolution M262-2011. Payment has already been made.

**3. Site Servicing (Surrounding Infrastructure)**

This line item of \$1,200,000 reflects the cost of relocating and/or upgrading various infrastructure around the facility. The estimate has been prepared by the City Engineer.

**4. Furniture Fixtures and Equipment (Facility Fit-ups)**

This line item of \$3.3 million comprises the following:

- \$1.8 million for information technology requirements such as cabling, computers, cameras and phone systems and has been estimated by the Executive Director of Information Technology
- \$1.5 million for equipment and furniture required for the facility and has been itemized and estimated by the Executive Director of Recreation & Culture

**5. External Professional Fees**

This line item of \$1,060,000 comprises the cost related to external resources for engineering, legal, and other services that are required to supplement the in-house resources. These services cover a number of activities including pre-construction due diligence, RFP and contract development, assistance in the Owner's Statement of Requirements and compliance consulting services to ensure that the delivered product is consistent with the City's RFP requirements.

**6. Project Management Administration**

This \$440,000 line item is comprised of costs for the overall management and administration of the project. More specifically, it includes the costs related to the contracted Project Manager, the partially seconded Project Accountant and an allocation of internal staff costs that are expected to provide services to the project and whose wages are normally recovered from capital projects.

**7. Interim Financing Costs**

This \$2,000,000 line item has been estimated by the CFO and City Treasurer to be required for the interest cost related to the interim financing required prior to permanent funding in 2015. As this estimate is subject to impacts from interest rate changes and timing of disbursements, fluctuations are likely. Interim financing will be from internal sources and from external short term borrowing if required. The underlying interest rate used for the calculation is 2%.

**8. Project Contingency**

This \$2,900,000 million line item is required to address any unforeseen expenditures ( or expenditures not included in the bid submission) that are likely to arise from a project of this size and complexity. This estimate was jointly developed by the senior administration team leading the project. Use of this funding will be guided by the procedures within the project charter.

**9. Other Miscellaneous**

This \$200,000 line item is meant to fund a number of expected miscellaneous expenditures and was jointly developed by the senior administration team leading the project.

**10. Provincial Grant**

This \$15,000,000 line item reflects the Provincial Grant for this project and is a recovery that reduces the net City of Windsor cost. It is accessible by way of periodic claims for expenditures incurred.

**11. Building Permit Fees**

This \$250,000 line item reflects the amount of the building permit fees that will be paid by the Selected Proponent and which are included in the fixed price contract. As this amount is paid to the City of Windsor, it is a corporate recovery that reduces the net City of Windsor cost for the project. The amount has been estimated by the City Engineer.

**12. Hoarding Permit Fees**

This \$130,000 line item reflects the amount of the hoarding permit fees that will be paid by the Selected Proponent and which are included in the fixed price contract. As this amount is paid to the City of Windsor, it is a corporate recovery that reduces the net City of Windsor cost for the project. The amount has been estimated by the City Engineer.

**13. Reduction in Salary Costs in Other Corporate Areas**

This \$140,000 line item reflects the internal staff recovery costs expected to be charged to the project under the Project Management and Administrative category. While this cost is included as an incremental cost to the project, it relates to positions that will not be backfilled and are currently in the City's existing base operating budget. Therefore, it is not an incremental cost for the

corporation as a whole and this recovery reflects that fact. The amount has been estimated by the senior administration team leading the project.

### **1.5 RULES FOR SPENDING**

By way of M203-2011, Council approved the report that was prepared for the Family Aquatic Steering Committee. The following is an update and is in line with the initial intent.

- The Executive Committee can approve changes to budget allocations up to \$150,000 per budget line including the approval of contingency funds up to \$150,000 for individual items to a maximum total use of up to \$1,000,000 of the total project contingency.
- The Steering Committee can approve changes to budget allocations within total project budget for values in excess of \$150,000 including the approval of contingency funds for items greater than \$150,000 or above the cumulative \$1,000,000 limit of the Executive Committee.
- Only Council can approve expenditures above and beyond the total Net City Cost of \$62,102,300.

### **1.6 ASSIGNMENT**

On September 28, 2011 (M262-2011) Council approved a budget of \$150,000 for the deposit payment required to confirm the order of Myrtha Pool and Filtration Equipment to guarantee delivery and installation of the pools by December 2012. The total purchase price for the pools is \$6,010,000. The balance owing for these pools is \$5,860,000. Administration is recommending the assignment of the contract for the pools purchased from Nationwide Commercial Aquatics Inc. to EllisDon Corporation/DeAngelis Construction Inc. Joint Venture, in addition to the fixed price contract for a total fixed price of \$66,372,300 less any further direct payments to Nationwide Commercial Aquatics Inc. prior to the noted assignment

## **2. GOALS/BENEFITS, CRITICAL SUCCESS FACTORS AND RISKS**

### **2.1 GOALS/BENEFITS**

The goals of this project are to:

- Provide a state-of-the-art Family Aquatic Complex for the community.
- Build the first 50m pool and diving facility in Windsor capable of hosting National and International events.
- Promote and enable active living for all ages and promote skill development.
- Attract families and participants to downtown.
- Foster opportunities for families to enjoy recreation together.

At the completion of this project, the Corporation of the City of Windsor will have a new community asset, the Family Aquatic Complex. The 144,000 square foot facility will consist of a natatorium (which will house a competitive / community swim area), and a recreational water park. The facility will feature:

#### **In the natatorium:**

- 10 lane 71.5m pool with two movable bulkheads
- Diving boards and dive tower that can accommodate dive competitions

#### **In the water park:**

- Climbing Wall
- An AquaPlay model AP1050 with a tipping bucket
- Double Flow Rider, surfing attraction
- MasterBlaster, two person inner tube ride
- Viper, three person inner tube ride
- Wave Pool, minimum 340 square meters
- Lazy River, minimum 122 meters long, 3 meters wide, 1 meter deep. Themed elements and play features will be incorporated into the river design.
- Activity Pool with basketball and volleyball that will also function as a therapy pool (with access to the Natatorium) and will include some bench seating and therapy rail and provide a handicap accessible stationary lift with minimum 400lbs capacity.
- Tots Pool
- Tots Gang Slide
- Tots Open Flume Waterslide
- Tots Jolly Jumper
- 4 Tots Geyser Jets Bubbling from the Deck Floor
- 4 Tots Solid Stream Jets Bubbling from the Deck Floor
- Tots Tipping Cones
- 8 Orange Squirts
- Two Tots Mini-Cannons
- A three lane Whizzard-matt racer body slide with a run out lane

- One Fish slide

**Additional features:**

- Fitness Centre
- Children's Play Area
- Program and Meeting Rooms

This project will be considered successful by the degree to which the Corporation's conditions of success are met. It should be noted and understood that these conditions rely on the assumption that sufficient resources and funding are assigned both corporately and externally.

Once a project has been migrated into production there are always changes needed in an operational environment. These changes, unless formally approved in the project through the change of scope process, are not deliverables of the project but rather support initiatives and changes for the appropriate operational areas to complete.

To ensure the project meets its objectives, below is a chart detailing each objective and measurable criteria, which will be used to determine if the objective has been met by the project. These objectives are to be considered the means by which the project's success will be evaluated, and therefore must be measurable.

	<b>Objective</b>	<b>Measurement</b>
1	Construct the Family Aquatic Complex adhering to timelines	<ul style="list-style-type: none"> <li>• Construction of natatorium finalized for use by June 13, 2013.</li> <li>• Construction of entire facility finalized for use by December 1, 2013.</li> </ul>
2	Ensure overall quality of the Family Aquatic Complex	<ul style="list-style-type: none"> <li>• Ensure that the construction of the facility complies with the Owner's Statement of Requirements.</li> </ul>
3	Adhere to the project budget	<ul style="list-style-type: none"> <li>• Ensure that the total Net City Cost does not exceed \$62,102,300.</li> </ul>
4	Ensure facility functionality	<ul style="list-style-type: none"> <li>• Ensure that the completed facility offers the appropriate functionality to its users.</li> </ul>

## 2.2 CRITICAL SUCCESS FACTORS

Critical Success Factor	Plan to Achieve
Adherence to project timeline	Regular project health checks to evaluate work completed to date. Notification of any possible delays to Executive and Steering Committees on a timely basis. The contract includes a "Time is of the Essence" clause.
Timely resolution of issues	Procedure for issue resolution and scope change defined in the Charter.
Quality	Project Manager and Compliance Consultant to monitor construction of the facility to ensure that it is in compliance with the requirements detailed in the Owner's Statement of Requirements. Monitor to ensure compliance with FINA regulations, Ontario Building Code and the City of Windsor's Facility Accessibility Design Standards (FADS), etc.
Budget	Ongoing monitoring of budget to actual amounts spent reported to the Executive and Steering Committees. Action taken when needed if forecasted amounts indicate concerns. Use of contingency funds will be used in accordance to the rules contained within the Project Charter.
Functionality of Complex	Design based on input from Sport Canada, local user groups as well as Recreation staff.
Project support from community and stakeholders	Issue regular media updates as project progresses and evaluate feedback received. Ongoing meetings and discussions with stakeholder groups in accordance with the Project Communications Plan.

## 2.3 OUT OF SCOPE

As this is a construction project, activities/duties pertaining to operations are generally out-of-scope, except as pertaining to construction. For further clarity, the following items have been identified as out-of-scope for the Family Aquatic Complex project:

- Decommissioning and/or repurposing of Recreation facilities impacted by this project.
- Establishing user fees for this facility.
- Establishing operating models and final operating budget.

## 2.4 RISKS

Risks are inherent in any project. Building a large and complex facility such as the one being proposed inherently carries a degree of risk. Administration has undertaken prudent measures where applicable in order to reduce the noted risks. A listing of the main risks as well as the mitigating measures can be found in **Appendix B**.

## 2.5 PROJECT ORGANIZATION STRUCTURE

Roles and responsibilities in a project clarify decision-making responsibilities, sources of authority, communication to appropriate individuals, accountability for project deliverables and objectives, as well as commitment to the project.

The project organization for the Family Aquatic Complex project is composed of teams, each operating in specialty areas. It is expected that all team members will be identified and available for the duration of the project. All team members are expected to be involved for the duration of the project. It is essential that each individual is available to the project as required to ensure the project's success. Necessary replacement of individual team members is to be done promptly.

**Appendix C** provides a pictorial view of the project's organizational structure and includes all levels of participation from the Corporation.

Position / Committee	Responsibility
Steering Committee	<ul style="list-style-type: none"><li>• Receive and approve monthly project progress/budget reports.</li><li>• Review and recommend changes to City Council, if needed, in respect of the total project budget.</li><li>• Approve significant design/fit up decisions valued over \$150,000 based on the recommendation of the Executive committee.</li><li>• Approve changes to budget allocations (within overall approved budget) over \$150,000.</li><li>• Address any issue that has major implications to the success of the project.</li><li>• Approve and recommend to City Council a comprehensive public relations/ communications plan.</li></ul>

<b>Arbitrator</b>	<ul style="list-style-type: none"> <li>• Settle disputes and act as final arbitrator should the Executive Committee not reach a resolution.</li> <li>• Approve reports, at her discretion, to Steering Committee and City Council (largely for significant reports where policy or budget changes are being contemplated).</li> <li>• Provide guidance to Project Sponsor.</li> </ul>
<b>Project Sponsor</b>	<p>The Project Sponsor oversees the business management and project management issues that arise outside the formal business of the Steering Committee. The Sponsor also provides support and ensures that the necessary resources, both financial and human, are available to the project. Specific responsibilities include:</p> <ul style="list-style-type: none"> <li>• Call and chair executive committee meetings.</li> <li>• Demonstrate corporation's overall commitment to the project.</li> <li>• Secure project funding/ financing.</li> <li>• Remove major barriers to progress.</li> <li>• Approve all reports to Steering Committee and City Council.</li> <li>• Co-sign all approved change orders and all contracts to contractors/consultants/vendors with Project Manager.</li> <li>• Review on an ongoing basis the project account analysis prepared by Project Accountant.</li> <li>• Ensure monthly reports on progress and budget are reported out to the Steering Committee and to Council.</li> </ul>
<b>Executive Committee</b>	<ul style="list-style-type: none"> <li>• Receive and approve monthly project progress/budget reports.</li> <li>• Review, approve and oversee implementation of detailed work plan for project.</li> <li>• Review and approve detailed monthly financial report (budget versus actual).</li> <li>• Ensure project direction is consistent with departmental and end users' needs.</li> <li>• Review and resolve business issues.</li> <li>• Oversee implementation of detailed work plan.</li> <li>• Approve changes to budget allocations (within overall approved budget) up to \$150,000.</li> <li>• Recommend changes to budget allocation (within overall approved budget) over \$150,000 to the Steering Committee for approval.</li> </ul>



	<ul style="list-style-type: none"> <li>• Approve design/fit up decisions valued up to \$150,000 based on recommendations of the Project Manager.</li> <li>• Recommend significant design/fit up decisions valued over \$150,000 to the Steering Committee.</li> <li>• Through support staff, maintain minutes of all meetings, general records and other resources.</li> </ul>
<p><b>Project Manager</b></p>	<p>The Project Manager is responsible for organizing the project into one or more sub-projects, managing the day-to-day aspects of the project, developing the detailed work plan, responding to media requests for information, resolving planning and implementation issues, and monitoring progress and budget. Various functional controls need to be reviewed and monitored on a regular basis. This includes cost, time, conflict and quality controls. Specific responsibilities include:</p> <ul style="list-style-type: none"> <li>• Prepare monthly reports on progress for the Steering Committee and Council.</li> <li>• Call and chair Working Team meetings.</li> <li>• Present detailed work plan/ timeline for all elements of the project to the Executive Committee for approval.</li> <li>• Responsibility for the overall execution of the project and co-ordination of all activities.</li> <li>• Ensure all project components are in compliance with the City of Windsor's Purchasing By-law.</li> <li>• Coordinate work on legal agreements.</li> <li>• Plan each phase to ensure project team members work effectively.</li> <li>• Monitor progress to ensure successful completion of each phase and milestone.</li> <li>• Identify and manage project risks, scope and escalate to the Executive Committee as required.</li> <li>• Ensure proper communication with Project Team and external communications.</li> <li>• Liaise with contractors and sub-contractors.</li> <li>• Responsible for day to day activities.</li> <li>• Co-approval of change orders or instructions to contractors (with Project Sponsor).</li> <li>• Co- approval of progress draws for payment release (with Project Coordinator and Compliance Architect).</li> <li>• Co-approval of all project invoices (with Project Coordinator or Project Accountant as applicable).</li> <li>• Where Project Manager has an issue of a time</li> </ul>

	<p>sensitive or emergency nature before the next scheduled Executive Committee Meeting, the Project Sponsor or Co-Sponsor, at their discretion, will attempt to schedule an Executive Committee meeting if feasible or if not feasible; will conduct an email poll of the Committee with the results of the poll being ratified at the next Executive Committee meeting.</p>
<b>Project Coordinator</b>	<ul style="list-style-type: none"> <li>• Co-chair or alternate chair to Working Team meetings.</li> <li>• Report writing as assigned by Project Manager or Executive Committee.</li> <li>• Co-approval of progress draws for payment release (with Project Manager).</li> <li>• Co-approval of all project invoices over \$25,000 (with Project Manager).</li> <li>• Generally help support the Project Manager.</li> </ul>
<b>Project Accountant</b>	<ul style="list-style-type: none"> <li>• Provide fiscal responsibility for the project including tracking project expenditures.</li> <li>• Provide regular account analysis to Project Sponsor and Project Manager.</li> <li>• Prepare monthly reports on budget for the Steering Committee and Council.</li> <li>• Review account allocations for appropriateness.</li> <li>• Review invoices for appropriate approvals</li> <li>• Track holdbacks.</li> <li>• Co-approval of all project invoices up to \$25,000 (with Project Manager).</li> </ul>
<b>Project Legal Resource</b>	<ul style="list-style-type: none"> <li>• In conjunction with Project Manager and external legal resources, provide legal advice and structure all project contracts.</li> <li>• Ensure all conditions are lifted and contracts are presented for approval of appropriate parties with Council approval as needed.</li> <li>• Track all contracts ensuring appropriate adherence to contractual commitments.</li> </ul>
<b>Project Purchasing/Risk Resource</b>	<ul style="list-style-type: none"> <li>• Provide immediate advice on purchasing by-law requirements.</li> <li>• Assist in expediting these processes placing high priority on the timing requirements of this project.</li> <li>• Manage insurance certification (Builders Risk/WSIB etc).</li> <li>• Ensure appropriate adherence to the Purchasing By-law.</li> </ul>

<b>Project Communication Resource</b>	<ul style="list-style-type: none"> <li>• Project Communications Plan.</li> <li>• Event planning.</li> <li>• Media releases.</li> <li>• General communication.</li> </ul>
<b>Facilities Resource</b>	<ul style="list-style-type: none"> <li>• Provide technical review of shop drawings related to functionality of the recreation spaces in the building.</li> <li>• Liaise with the Project Coordinator and Project Manager on items that require adjustments within the design of the Complex.</li> <li>• Assist Project Manager prepare specifications and tender documents for fit ups particular to the Complex as required.</li> </ul>
<b>Tenant Liaison</b>	<ul style="list-style-type: none"> <li>• Act as advocate for the Recreation department forwarding changes and suggestions to the Project Manager and the Executive Committee through the Director of Recreation.</li> <li>• Provide information on operational needs from Departmental perspective.</li> <li>• Provide information on stakeholder and community needs.</li> <li>• Ensure functionality of the facility from an operational standpoint.</li> <li>• Coordinate with the Facilities Resource and Project Manager in communicating client and stakeholder needs that can be translated into the required specifications and drawings.</li> </ul>

## 2.6 SCOPE CHANGE

The scope change process is used to clearly define requests for project and work plan changes. An issue may trigger the scope change control process if it causes an impact to the project's critical path (duration of the project); it requires a change to deliverables (content, cost); or it requires a change in project resources. Changes in project scope are documented on a case-by-case basis in the minutes of the Executive Committee and Steering Committee. Appropriate scope change approvals will be sought as expeditiously as possible in order to maintain the Project Schedule.

Activity	Responsibility	Activity Description
Changes to overall project budget	City Council	All requests for increases to the project budget will be brought before City Council
Draws from Project Contingency	Steering Committee	The Steering Committee will approve contingency funds for all items greater than \$150,000 and above the cumulative \$1,000,000 cumulative limit of the Executive Committee.
	Executive Committee	The Executive Committee can approve contingency funds up to \$150,000 for individual items to a maximum total use of up to \$1,000,000 of the total project contingency.
Changes within the budget allocation greater than \$150,000	Steering Committee	All requests for budget changes valued greater than \$150,000 will be approved by the Steering Committee
Changes within the budget allocation less than \$150,000	Executive Committee	All requests for budget changes valued less than \$150,000 will be approved by the Executive Committee subject to the cumulative limit
Request for change in scope	Executive Committee	All change requests will be brought before the Executive Committee for deliberation or referral to the Steering Committee

## **2.7 ASSUMPTIONS AND CONSTRAINTS**

### **2.7.1 Assumptions**

These are statements that are used as a fundamental basis for conducting the project.

The following assumptions are deemed to be factual during the project:

- Sufficient funds are budgeted and are approved to cover objectives of the project (CR302/2011);
- Those involved in decision-making and issue resolution on the project will do so in a timely manner to prevent delays in project progression;
- Decisions and recommendations made during the project will be based on information available at the time and are subject to modification during the project;
- Competent staff with required expertise are available or can be hired;
- Purchases and contracts will be executed in compliance with the Purchasing By-law;
- Project initiatives are fully supported by the senior executives of the City of Windsor;
- The Corporation will accept potential managed disruptions in normal business activity during the life of this project.
- This project is a high priority of Council and required decisions will be made on a timely basis.

### **2.7.2 Constraints**


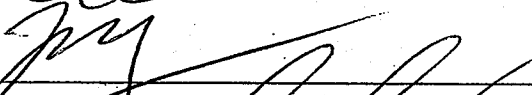
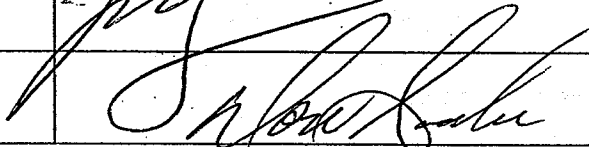
Listed below are known constraints of the project:

- Weather or other uncontrollable factors affecting the progression of the project timeline.
- The need to maintain access around site
- Timelines are tight due to the City of Windsor hosting the 2013 International Children's Games scheduled for August 2013.

### 3. PROJECT CHARTER SIGN-OFF SHEET

This document contains the project Charter of the Family Aquatic Complex project.

I am in agreement with the contents of this CCW Project Charter.

Name	Signature	Date
<b>Onorio Colucci</b>		Jan 27/2012
<b>Mario Sonogo</b>		Jan 27/2012
<b>Don Sadler</b>		Jan 27/2012

## 4. APPENDICES

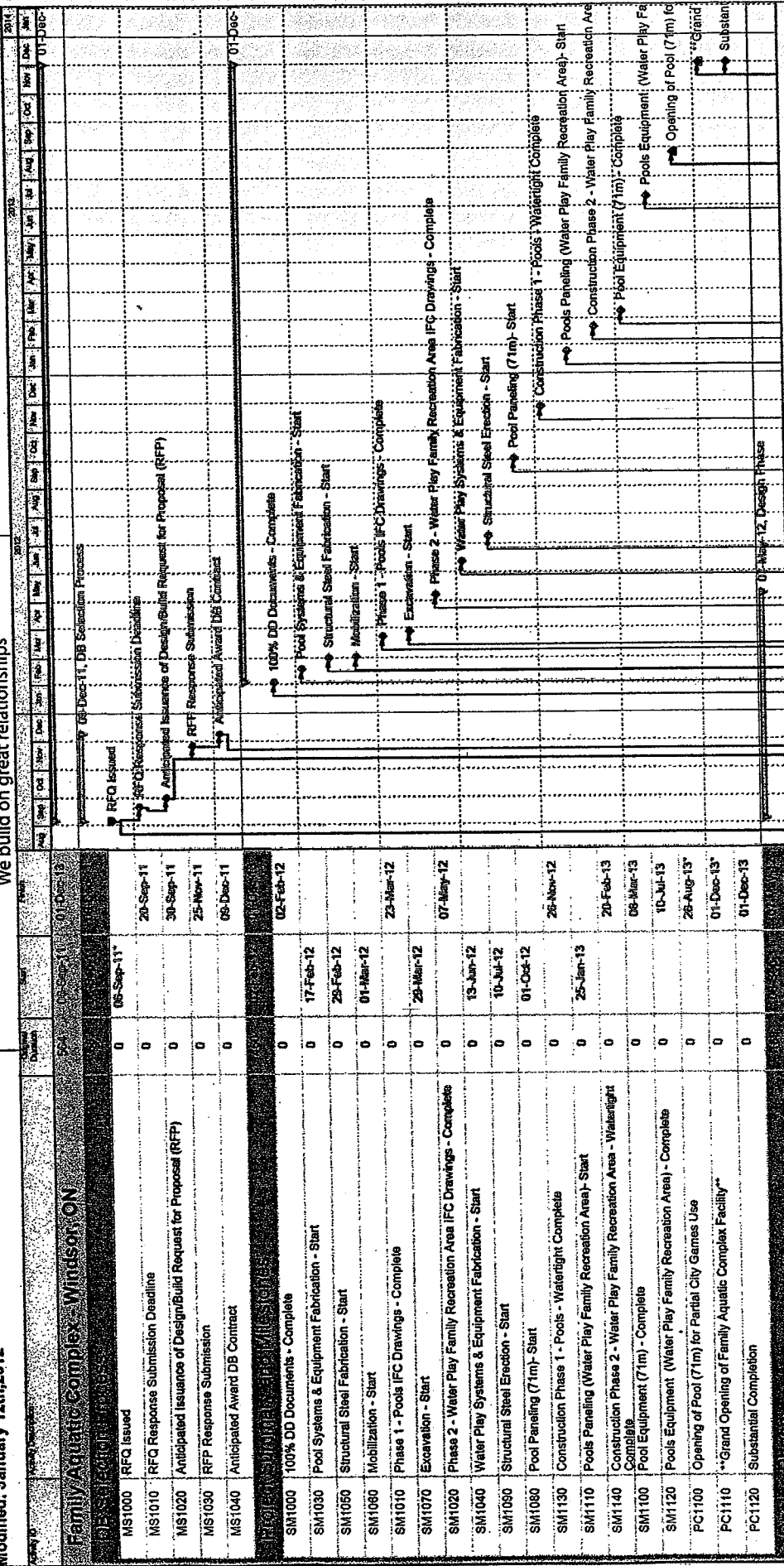
# Appendix A - PROJECT SCHEDULE



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Family Aquatic Complex - Windsor, ON

Modified: January 12th, 2012



Task ID	Task Name	Start	End	Duration	Progress	Summary
MS1000	RFO Issued	06-Sep-11	06-Sep-11	0	100%	Completed
MS1010	RFP Response Submission Deadline	20-Sep-11	20-Sep-11	0	100%	Completed
MS1020	Anticipated Issuance of Design/Build Request for Proposal (RFP)	30-Sep-11	30-Sep-11	0	100%	Completed
MS1030	RFP Response Submission	25-Nov-11	25-Nov-11	0	100%	Completed
MS1040	Anticipated Award DB Contract	09-Dec-11	09-Dec-11	0	100%	Completed
SM1000	100% DD Documents - Complete	02-Feb-12	02-Feb-12	0	100%	Completed
SM1030	Pool Systems & Equipment Fabrication - Start	17-Feb-12	17-Feb-12	0	100%	Completed
SM1050	Structural Steel Fabrication - Start	29-Feb-12	29-Feb-12	0	100%	Completed
SM1060	Mobilization - Start	01-Mar-12	01-Mar-12	0	100%	Completed
SM1010	Phase 1 - Pools IFC Drawings - Complete	23-Mar-12	23-Mar-12	0	100%	Completed
SM1070	Excavation - Start	29-Mar-12	29-Mar-12	0	100%	Completed
SM1020	Phase 2 - Water Play Family Recreation Area IFC Drawings - Complete	07-May-12	07-May-12	0	100%	Completed
SM1040	Water Play Systems & Equipment Fabrication - Start	13-Jan-12	13-Jan-12	0	100%	Completed
SM1090	Structural Steel Erection - Start	10-Jul-12	10-Jul-12	0	100%	Completed
SM1080	Pool Paneling (71m) - Start	01-Oct-12	01-Oct-12	0	100%	Completed
SM1130	Construction Phase 1 - Pools - Watertight Complete	26-Nov-12	26-Nov-12	0	100%	Completed
SM1110	Pools Paneling (Water Play Family Recreation Area) - Start	25-Jan-13	25-Jan-13	0	100%	Completed
SM1140	Construction Phase 2 - Water Play Family Recreation Area - Watertight Complete	20-Feb-13	20-Feb-13	0	100%	Completed
SM1100	Pool Equipment (71m) - Complete	08-Mar-13	08-Mar-13	0	100%	Completed
SM1120	Pools Equipment (Water Play Family Recreation Area) - Complete	10-Jul-13	10-Jul-13	0	100%	Completed
PC1100	Opening of Pool (71m) for Partial City Games Use	28-Aug-13	28-Aug-13	0	100%	Completed
PC1110	**Grand Opening of Family Aquatic Complex Facility**	01-Dec-13	01-Dec-13	0	100%	Completed
PC1120	Substantial Completion	01-Dec-13	01-Dec-13	0	100%	Completed

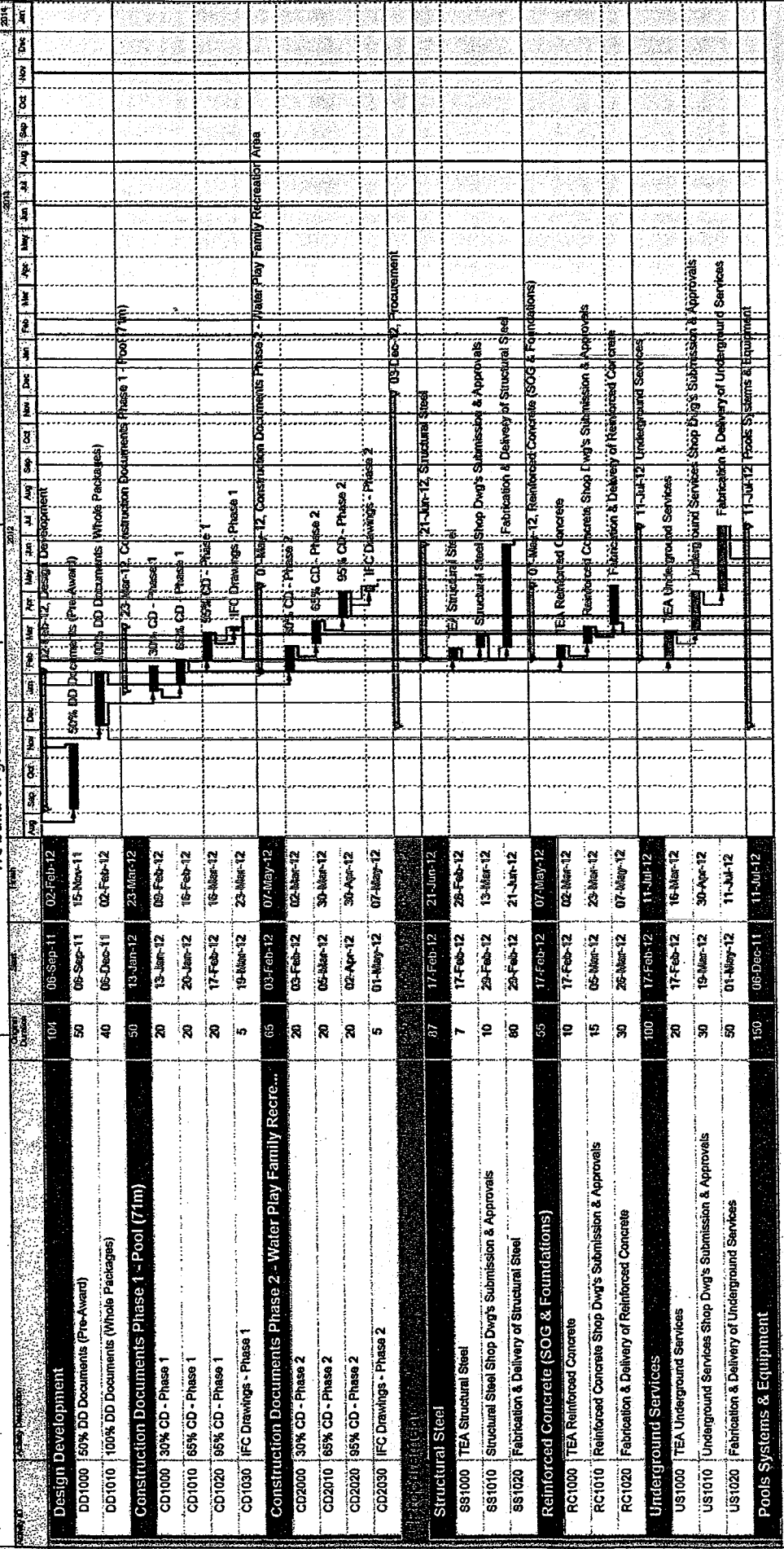
Date	Revision	Checked/Approv...

Family Aquatic Complex - Windsor, ON  
 Submission type: Working Copy  
 Page 1 of 5

Print Date: 12-Jan-12  
 Pj ID: FALC(12-Jan-12)  
 TASK filter: All Activities  
 Layout: New Std+Gen WBS - FAC  
 ©Primavera Systems, Inc.

Legend:  
 Remaining Resources: [Bar chart icon]  
 Actual Resource: [Bar chart icon]  
 Actual Work: [Bar chart icon]  
 Remaining Work: [Bar chart icon]  
 Critical Remaining Work: [Bar chart icon]  
 Near Critical (7-15): [Bar chart icon]  
 Achieved Milestone: [Diamond icon]  
 Risk Comment: [Triangle icon]  
 Field Comment: [Circle icon]  
 Incomplete Task: [Circle icon]  
 Milestone: [Diamond icon]  
 Summary: [Arrow icon]  
 Security Status: [Arrow icon]





Print Date: 12-Jan-12  
 Pj ID: FAC12-Jan-12  
 TASK filter: All Activities  
 Layout: New Std+ Gen WBS - FAC  
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Repeating Hierarchies:  Summary  
 Actual Hierarchies:  Summary  
 Actual Work:  Summary  
 Repeating Work:  Summary  
 Critical Pathwork:  Summary  
 Near Critical TF-15:  Summary

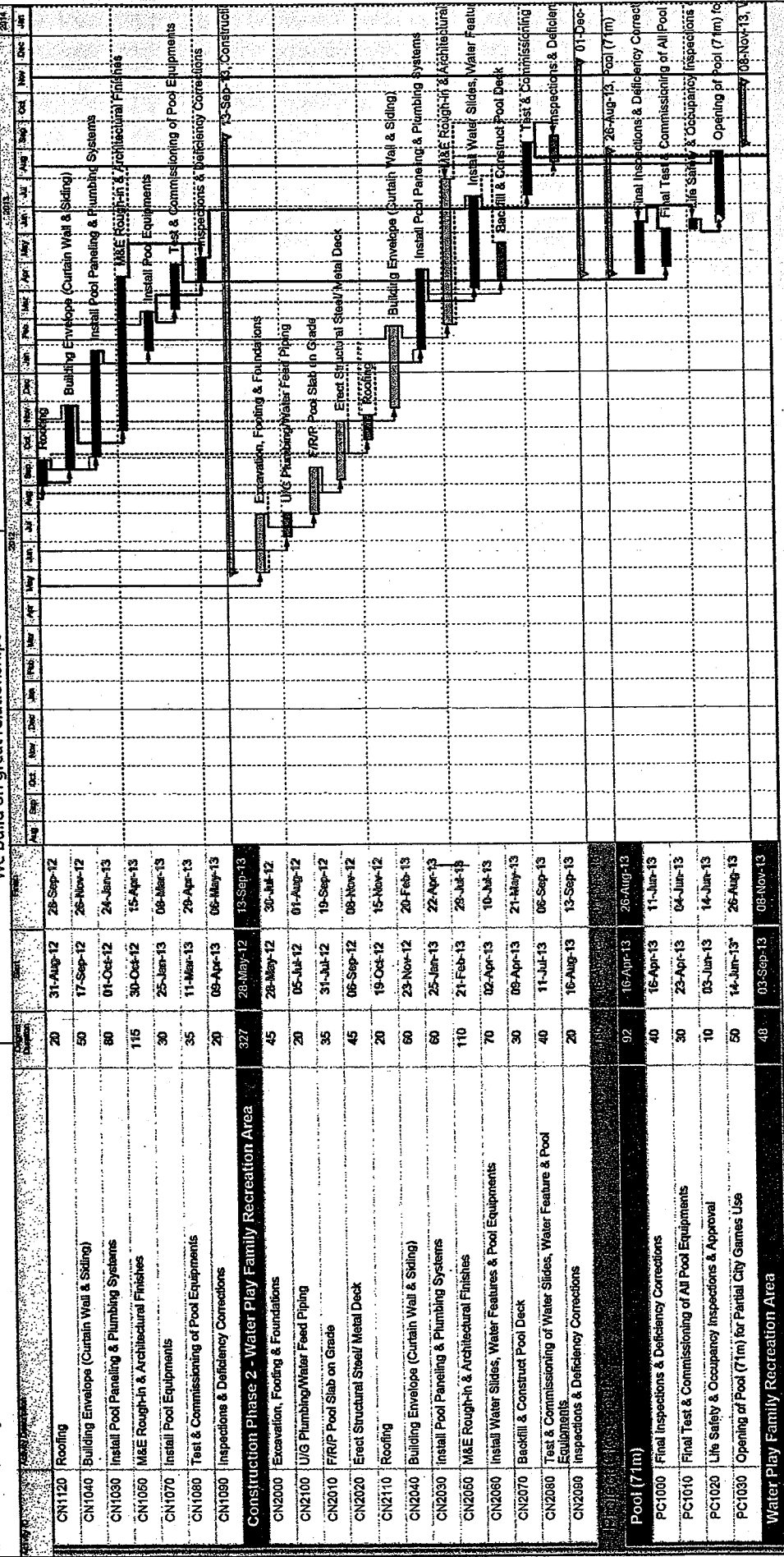
Gen Contract:  Summary  
 Peak Contract:  Summary  
 Expired Phase:  Summary  
 Milestone:  Summary  
 Critical Milestone:  Summary  
 Archived Milestone:  Summary

Family Aquatic Complex - Windsor, ON  
 Submission type: Working Copy  
 Page 2 of 5

Date: \_\_\_\_\_ Revision: \_\_\_\_\_

Checked/Apply: \_\_\_\_\_





Print Date: 12-Jan-12  
 Proj ID: FALC(12-Jan-12)  
 TASK: Inter. All Activities  
 Layout: New Sit+ Gen WBS - FAC  
 © Primavera Systems, Inc.

Summary  
 Start Counters:  Tasks Completed  Tasks in Progress  Tasks on Hold  
 Actual Work  Remaining Work  Critical Path  Milestones  Network Diagrams

Family Aquatic Complex - Windsor, ON  
 Submission Type: Working Copy  
 Page 4 of 5

Revision  
 Date  
 Checked/Approved



## Appendix B - FAMILY AQUATIC COMPLEX RISK MATRIX

RISK CATEGORY	SPECIFIC RISK	RISK LEVEL	MITIGATION
Timelines Risk	<ul style="list-style-type: none"> <li>• Unexpected delays could push project completion past the opening date for the 2013 International Children's Games leading to additional costs to secure an alternate aquatic facility</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• Dedication of experienced resources to this project as well as the proposed structured design build process are mitigating measures that have been taken in this regard</li> <li>• External resources (subject to budget constraints) can also help mitigate this risk</li> <li>• Successful proponent's Joint Venture is made up of construction companies with extensive experience</li> </ul>
Capital Cost Risks	<ul style="list-style-type: none"> <li>• Interest rate fluctuations and availability of internal cash flows can result in significant swings in the interest component of the capital cost of the project</li> <li>• The costs not covered by the fixed price contract could be higher than budgeted.</li> <li>• The limits on the available capital</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• An overall project contingency is included in the projected costs in order to mitigate some of these noted capital cost risks. Internal borrowing, at the City's investment rate, will be undertaken to the extent possible in order to minimize interest costs.</li> <li>• The risk of a fixed budget and a fairly</li> </ul>

	<p>budget mean that the contingency for unknown risks is fairly low and fixed.</p>		<p>low contingency have been mitigated by using a transparent and carefully stepped design and bidding process including a clear OSR.</p>
<p>Resource Risks</p>	<ul style="list-style-type: none"> <li>• This is a large and complex project that needs to be built under challenging timelines. Therefore, allocation of sufficient internal and external resources is critical to its successful completion.</li> <li>• There are numerous other high profile and time consuming initiatives currently underway that are competing for administrative resources</li> <li>• Lack of continuity of project staffing could lead to delays and potential cost overruns</li> </ul>	<ul style="list-style-type: none"> <li>• Low to Medium</li> </ul>	<ul style="list-style-type: none"> <li>• Mitigation of these risks is planned to be on the basis of allocating sufficient dedicated and experienced internal as well as external resources to this project.</li> <li>• A compliance consultant as well as a mechanical and electrical engineering consultant have been hired and will mitigate some of the noted risks.</li> <li>• The Project Governance structure includes a Steering Committee of Councillors ensuring that as resource allocation risks arise, Council has the opportunity to reallocate resources from other projects or efforts to ensure appropriate resourcing to this project.</li> </ul>

## Appendix C - PROJECT STRUCTURE

### STEERING COMMITTEE

Chair - Councillor Drew Dilkens  
Councillor Ron Jones  
Councillor Hilary Payne  
Councillor Fulvio Valentinis  
Councillor Ed Sleiman  
Mayor Eddie Francis ex officio

### ARBITRATOR

Helga Reidel  
Chief Administrative Officer

### EXECUTIVE COMMITTEE

Project Sponsor/Chair – CFO/City Treasurer – Onorio Colucci  
Co-Sponsor/Deputy Chair – City Engineer – Mario Sonego  
City Clerk – Valerie Critchley  
Executive Director of Recreation & Culture – Jan Wilson  
Executive Director of Operations – Mike Palanacki  
Executive Director of Information Technology – Harry Turnbull  
Executive Director of Parks & Facility Operations – John Miceli  
Manager of Purchasing & Risk Management – Shelby Askin-Hager

### WORKING TEAM

Project Manager – Don Sadler  
Project Coordinator – France Isabelle-Tunks (or designate)  
Project Accountant – Rosanna Pellerito  
Project Legal Resources – Shelby Askin Hager  
Communication – Pat Lewis  
Project Purchasing/Risk Resource – Shelby Askin Hager (or designate)  
Facilities Resource – John Miceli  
Tenant Liaison- Recreation – Carolanne Smith (or designate)  
Information Technology Resource- Matt Caplin  
Consultants  
Other resources as required

