



Fire Station 1 Replacement Project

Project Charter

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Document Control Information

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20180403	Jan Mongard	Project Manager, City of Nanaimo Engineering & Public Work	
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20181120	Mark Bullen	Owner's Representative	General Update

Distribution of Final Document

The following people are designated recipients of the final version of this document:

Name	Position, Department
Karen Fry	Fire Chief, Nanaimo Fire Rescue
Greg Norman	Deputy Fire Chief, Nanaimo Fire Rescue
Jake Rudolph	CAO, City of Nanaimo
Bill Sims	Director, Engineering & Public Works

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PROJECT CHARTER APPROVAL

The undersigned Project Sponsor and Chair of the Project Steering Committee and Members of the Project Steering Committee acknowledge they have reviewed the **Fire Station 1 Replacement Project Charter**. Changes to this document will be coordinated with and approved by the undersigned or their designated representatives:

PROJECT SPONSOR & CHAIR OF THE STEERING COMMITTEE	Signature: _____ Date: _____ <i>Jake Rudolph</i> CAO, City of Nanaimo
STEERING COMMITTEE MEMBER	Signature: _____ Date: _____ <i>Karen Fry</i> Fire Chief, Nanaimo Fire Rescue
STEERING COMMITTEE MEMBER	Signature: _____ Date: _____ <i>Bill Sims</i> Director, City of Nanaimo Engineering & Public Works

1 PURPOSE

1.1 Project Purpose

The Fire Station 1 Replacement Project (the Project) Charter (the Charter) documents and tracks the necessary information required by decision maker(s). The Project Charter outlines the needs, scope, justification, and resource commitment. The intended audience of this document are the Project Sponsor, Steering Committee and senior leadership. The Charter is a living document and will also be incorporated into the Project onboarding process.

1.2 Project Strategic Alignment¹

The Project is consistent with the City of Nanaimo (the City) Strategic Plan through delivering greater community values and alignment with Council priorities because the Project:

- demonstrates environmental responsibility;
- provides safe work environment; and
- public safety.

1.3 Project Critical Success Factors

Three (3) factors are critical to successful execution of the Project:

- **Adherence to Project Timelines:** Delivery of the Project on time (by September 2022)
- **Adherence to Budget:** Delivery of the Project within budget (\$17m).
- **Uninterrupted Services:** No interruption to critical services.

¹ The City of Nanaimo Strategic Plan <https://www.nanaimo.ca/your-government/city-council/council-initiatives/strategic-plan-2016-2019>

2 SCOPE

2.1 Project Objectives

The objective of this Project is to construct a modern, efficient and functional fire station that will accommodate current and future needs of the City of Nanaimo, and be able to provide high quality uninterrupted firefighting and emergency services to the residents of the City.

2.2 Project Scope of Work

By September 2022, the City intends to complete the construction of the new fire station over the footprint of the existing fire station at 666 Fitzwilliam Street that would be designed and constructed to accommodate the consolidated program of the Fire Rescue Operations, Emergency Coordination Centre (ECC), Command and Business Centre (CBC), and Dispatch Centre.

Using a staged-construction approach, the Project procurement delivery model is a Design-Bid-Build.

The Approved Project Budget is \$17 million. This includes project costs for:

- design;
- project management;
- relocation of existing services;
- construction of the new facility;
- project finance; and
- contingency.

To ensure continuity and minimum disruption to the current level of service set by the City, the current services may need to be relocated to a temporary facility that will be decommissioned upon completion of the Project. Existing site layout is shown in figure 1 below.

2.3 Project Excluded Deliverables

The following are excluded from the Project scope:

- All work related to upgrading the City fibre optics network outside of the Project site.
- Upgrading the existing radio system.
- Land purchases or leases required for the Project.

3 SCHEDULE

The Project will span over four (4) years with estimated completion by September 2022.

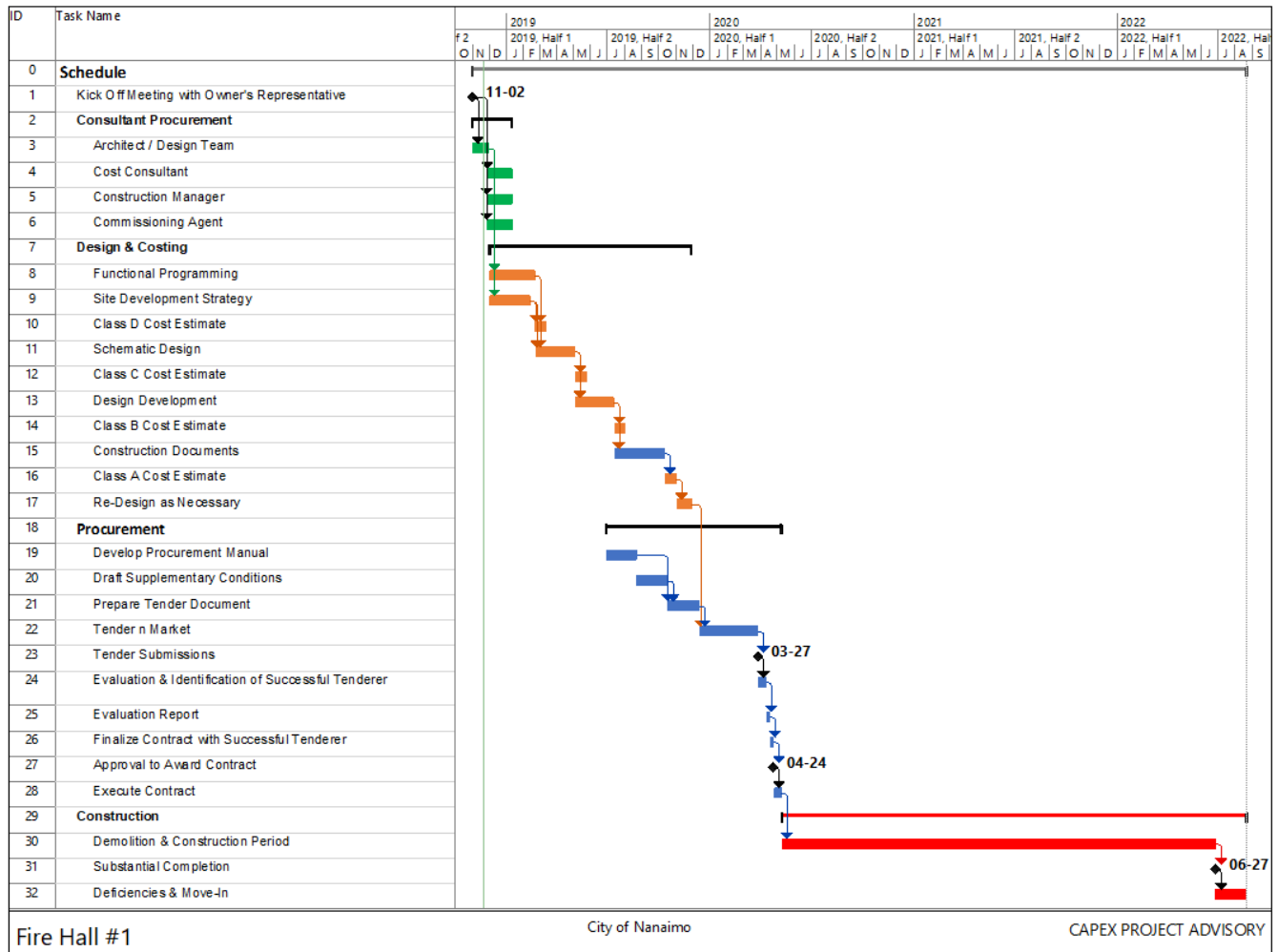


Figure 1 - Preliminary Project Schedule

3.1 Project Key Milestones

A high level outline of major milestones are given in the table below. More details will be identified in the Project Master Schedule.

Table 1: Project key milestones

Milestone Description	Target Date
Appoint Prime Consultant	Nov 30, 2018
Award Construction Contract	May 11, 2020
Substantial Completion	June 27, 2022
Commence Operations	Sept 1, 2022

3.2 Project Dependencies

The Preliminary Project Schedule provides a significant opportunity to commence operations earlier than originally planned in the new facility. This is based on a site development strategy which has yet to be validated which avoids the need for temporary facilities and phasing of demolition activity. This strategy would also reduce cost pressure and significantly increase the likelihood of on budget delivery.

4 BUDGET

The Project cost breakdown that has been approved is provided below:

Table 2: The Project Budget

Project Phase	Estimated Cost
Planning & Project Management	\$ 1,300,000
Design	\$ 2,000,000
Temporary Fire Station	\$ 600,000
Temporary Dispatch Centre and ECC	\$ 200,000
Fire Station 1 Demolition	\$ 600,000
Fire Station 1 New Construction	\$ 10,000,000
Construction Contingency	\$ 2,300,000
Total Estimated Cost	\$ 17,000,000

To cover certain uncertainties and risks, contingency is added to the estimate. Establishing the value of each line item including the amount of contingency is part of the estimating process. It will evolve with the level of project understanding. During the early stages of a project when the concept lacks strategy and detailed definition, contingency could be relatively high, then as the project progresses and the design is further defined, the contingency should decrease with each successive cost estimate.

5 ASSUMPTIONS/ RISKS

5.1 Project Risks

Risks will be reviewed and updated on a regular basis to reflect the current understanding of risks and uncertainties as actual events occur. The following project risks were identified during the planning:

Table 3: Summary of Project key risks

Risks
Timelines Risks <ul style="list-style-type: none"> • Unexpended delays could push project completion beyond the planned finish date • Significant delay in existing services reallocation • Delays in project procurement • Performance of Prime Consultant – delay in design deliverables • Development strategy requires phasing of demolition and/or temporary facilities
Capital Cost Risks <ul style="list-style-type: none"> • Actual site conditions vary significantly from expected • Contractor availability • Market price escalation - tenders come in at greater than budget • Development strategy requires phasing of demolition and/or temporary facilities
Resources Risks <ul style="list-style-type: none"> • New or competing organization priorities cause delays to plan implementation • Performance of Project consultants and contractors • Lack of staff resources to support plan implementation • Lack of staff resources to complete the Project on time • Resource Availability (Construction Trades)

It is important to note that the risk management process is iterative, so as the project progresses, the Risk Management Plan, and corresponding documents (e.g. Risk Registers) continue to be revised. The documents which will be used to carry out the risk management process include the Risk Management Plan, and the monthly reports.

5.2 Project Assumptions

Below is a list of assumptions that have been developed during the pre-planning stage of the Project:

- That senior level funding will be received and resources will be provided to successfully achieve the Project deliverables within the scope defined in this Charter, by the expected completion date.
- Decisions and recommendations made are based on information available at a point in time and are subject to modification during the Project due to factors such as new information, which was not available or disclosed during the initial process, or other such factors.
- Those involved in decision-making and issue resolution on the Project will do so in a timely manner to prevent delays in the project timelines.
- Steering Committee(s) members with required expertise will be available.
- Purchases and contracts will be executed in compliance with the City Purchasing Policy.
- The City will accept potential managed disruptions in normal business activity during the life of this Project.

Facilities (including those owned by the City) will be made available to support the Project.



6 GOVERNANCE

6.1 Project Organization Chart

The following diagram outlines the relationships between the various City entities in completing the Project.

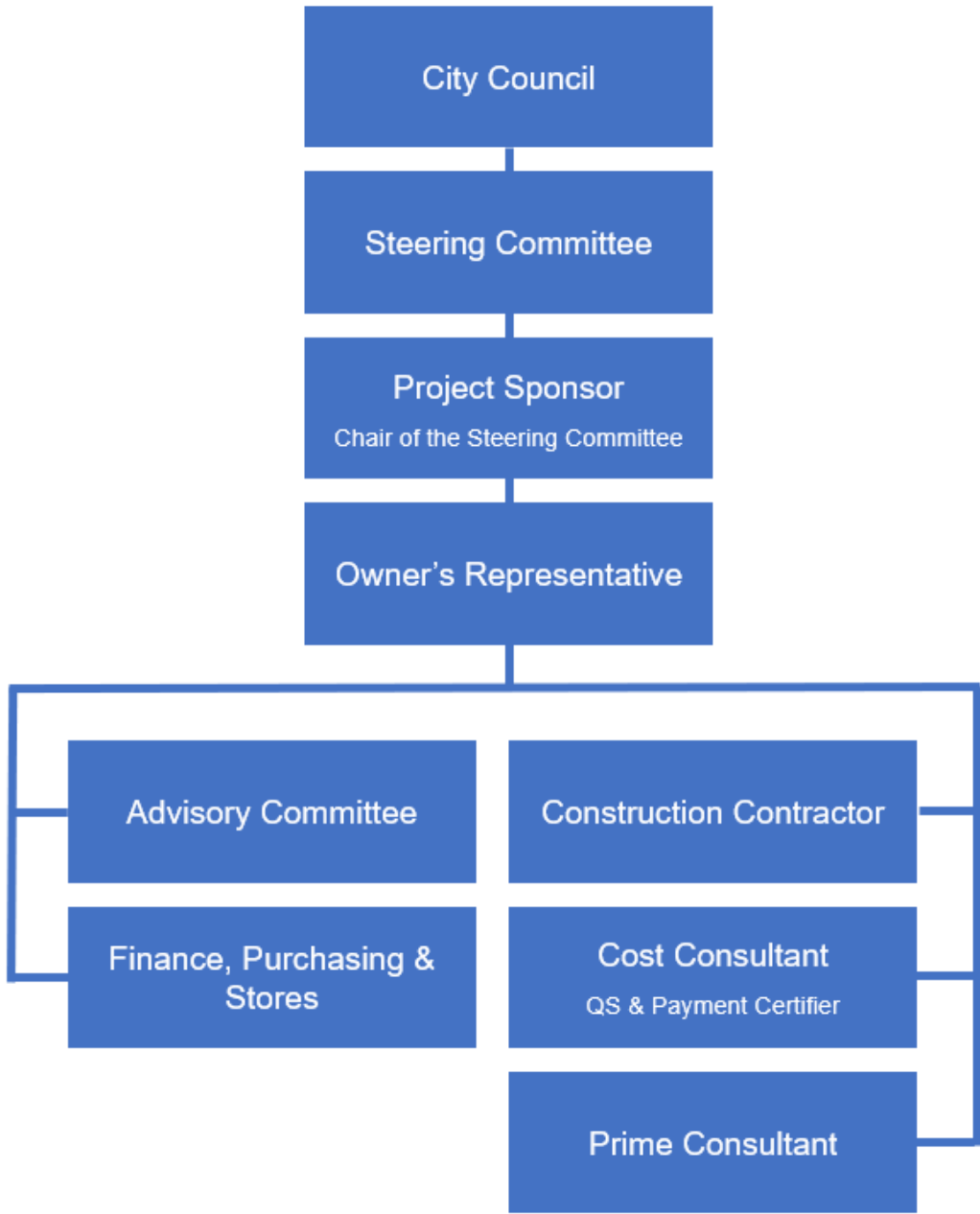


Figure 2: Project Organizational Chart

6.2 Project Governance

The reporting relationship will be as follows:

- The Steering Committee reports directly to City Council
- The Project Sponsor is the Chair of the Steering committee
- The Advisory Committee reports directly to the Owner's Representative

6.3 Project Team Roles and Responsibilities

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 Fire Station 1 Replacement Project consist of a Project Sponsor, Steering Committee, Owner's Representative, and Advisory Committee. It is expected that all team members will be identified and available for the duration of the Project. Necessary replacement of individual team members is to be done promptly. And finally, all team members are expected to comply with all City policies. The table below lists the leadership team members of the Project:

Project Sponsor

JAKE RUDOLPH

- Accountable for the successful delivery of the Project
- Secure project funding/ financing
- Remove major barriers to progress
- Chair the Steering Committee
- Approve Change to the Project Scope, Budget or Schedule
- Approve contract commitments over \$25k up to \$75k

Owner's Representative

MARK BULLEN

- Responsible for the successful delivery of the Project
- Report to the Steering Committee
- Project Planning
- Make recommendations to remove obstacles
- Make recommendations for Key Decisions / Approvals
- Management of Contractors & Consultants
- Approve expenditures within the value of contract commitments
- Approve contract commitments under \$25k

Advisory Committee

WENDY FULLA | JASON BRADLEY | ART GROOT | TOM ROTHOEHLER | MARK DEMECHA | KAREN LINDSAY | CHAD PORTER | BILL CORSAN | FIRE GROUP | PUBLIC SAFETY COMMITTEE

- Responsible for providing complete and timely input
- Technical review of drawings related to functionality of the building

- Input on the regularity and level of service requirements and compliance during the design process
- Support on purchasing requirements
- Manage insurance certification

Steering Committee

Refer to Steering Committee Terms of Reference document for further details.

6.4 Project Stakeholders

The table below lists important project stakeholders and their project expectations and responsibilities:

Table 4: Project key stakeholders

Stakeholder	Accountable Resource	Project Influence (Low, Medium, High)	Project Expectations (Input, Informed)
Cercomm	Greg Norman	High	Input
Community Services Building	Greg Norman	Medium	Informed
Nanaimo Old City Association	Greg Norman	Medium	Informed
RCMP	Karen Fry	Medium	Informed
BCAS	Greg Norman	Medium	Informed
BC Transit	Greg Norman	Medium	Informed
Emergency Program	Karen Lindsay	Medium	Informed
WorkSafe BC	Greg Norman	Medium	Input
E&N Rail	Greg Norman	Low	Informed
First Nations	Karen Fry	Low	Informed
Ham Radio	Karen Lindsay	Low	Informed
Immediate Neighbours	Greg Norman	Low	Informed
Immediate Businesses	Greg Norman	Low	Informed
Public Safety Committee	Karen Fry	High	Informed

7 GLOSSARY

In this document:

- **ECC** stands for Emergency Coordination Centre.
- **CBC** stands for Command and Business Centre.
- **IFT** stands for Issued for Tender.
- **FS1** refers to Fire Station 1 Replacement Project.
- **RFP** stands for a Request for Proposal.
- **RACI** is a responsibility assignment chart that maps out every task, milestone or key decision involved in completing a project and assigns, which roles are Responsible for each action item, which personnel are Accountable, and, where appropriate, who needs to be Consulted or Informed. The acronym RACI stands for the four roles that stakeholders might play in any project.
- **RFQ** stands for request for Qualifications.
- **TBD** means that a document or a project position is to be determined at a later date.
- **TOR** stands for Terms of Reference.

8 APPENDIX

8.1 Appendix A: Project Immediate Neighbours

666 FITZWILLIAM STREET - #1 FIREHALL

Address	Property Owner	Business
217 Milton Street	Amber Tanti	N/A
285 Prideaux Street	City of Nanaimo	Island Loss Clinic (Unit 106), Nanaimo Supportive Lifestyles Ltd. (Unit 225)
617 Wentworth Street	Alessandro Deviato	Futuro Financial Group
666 Fitzwilliam Street	City of Nanaimo	Fire Station
618 Fitzwilliam Street	City of Nanaimo	N/A
260 Milton Street	Elijah Kekich	Symbiont Solutions
240 Milton Street	Owners of Strata Corp 1949	N/A
224 Milton Street	Heather Cooper	Joseph Lea and Associates Inc.
220 Milton Street	Jerome-Etienne Lesemann & Catherine Gold	N/A
212 Milton Street	Garry Bruce	N/A
203 Prideaux Street	Paul Bains	N/A
209 Prideaux Street	Julie Broad	N/A
215 Prideaux Street	Stephen Warren & Carissa Idsinga	N/A
221 Prideaux Street	Robert Brown	N/A
227 Prideaux Street	Satgur Development Inc.	N/A
233 Prideaux Street	360638 BC Ltd.	Cline Medical Centre, Clinical Nutrition Services, Dr. P. Brawn Corp.
231 Prideaux Street	360638 BC Ltd.	N/A
704 Fitzwilliam Street	Securco Services Inc.	Securco Services Inc.
265 Milton Street	Nancy and Paul Jorgensen	N/A
253 Milton Street	0711865 BC Ltd.	Lifeworks Consulting Inc., PI Financial, 0711865 BC Ltd.
247 Milton Street	Dahlia Restaurant Group Ltd.	Milton Street
235 Milton Street	Robert Pearson	N/A
241 Milton Street	Vancouver Island Vocational & Rehabilitation Services Ltd.	Vancouver Island Vocational & Rehab Services
229 Milton Street	Neil Jones	Liberty Tax 70309
221 Milton Street	Colin and Susan Cruikshank	N/A
223 Milton Street	Colin and Susan Cruikshank	N/A
211 Milton Street	Gillian Jacques	N/A
697 Wentworth Street	Richard and Tracy Stewart	N/A
629 Wentworth Street	Heather Cooper	Harbour City Dental Hygiene
625 Wentworth Street	Michael Chestnut and Joy Anderson	N/A
210 Milton Street	1123446 BC Ltd.	1123446 BC Ltd.
711 Wentworth Street	Penelope Mitchell	N/A
201 Milton Street	Randie Long and Nancy Merrill	Merrill Long & Co.
207 Milton Street	Laura and Walter Wansbrough	Laura E Wansbrough Barrister & Solicitor
533 Wentworth Street	Island Corridor Foundation	N/A
212 Prideaux Street	Kanaka Management Ltd.	Safer Ocean Systems Ltd. & Caya Signs
250 Prideaux Street	Payless Building Maintenance Ltd.	Romantic Ruins
580 Fitzwilliam Street	City of Nanaimo	N/A

