

FIRE STAFF REPORT

FSR-001/2022

TO: Mayor Gibson and Members of Council
FROM: M. Alcock, Fire Chief/CEMC
DATE OF MEETING: January 25, 2022
SUBJECT: Draft Central Fire Station Project Charter

RECOMMENDATION(S):

THAT Fire Staff Report FSR-001/2022: Draft Central Fire Station Project Charter be received as information;

AND THAT the Project Charter, attached as Appendix A to this report, be approved by Council.

EXECUTIVE SUMMARY:

This report presents a draft Project Charter for Council consideration to outline the future progression of the Central Fire Station project in response to direction from Council provided at its meeting of December 7, 2021.

BACKGROUND

May 14, 2020

Council was provided and received FSR-007/2020: Project Delivery Models and Draft Central Fire Station Project Charter. (Resolution No. C-2020-94) and withdrew all other motions.

August 4, 2020

Council was provided and received FSR-010/2020: Central Fire Station Concept Study (Resolution No. C2020-139). Council directed staff to proceed with utilizing a “design-bid-build” project delivery model (Resolution No. 2020-140) and deferred all other motions including the draft Project Charter (Resolution No. 2020-141)

September 12, 2020

Council was provided but did not receive FSR-012/2020: Central Fire Station Project Charter. To date, FSR-012/2020 has yet to be received by Council.

September 2, 2021 & September 14, 2021

Council was provided and deferred FSR-011/2021: Central Fire Station Pre-Tender Design & Financials.

October 19, 2021

Council was provided a report prepared by Raimondo & Associates: Central Station Value Engineering Report. Council deferred the issuance of a construction tender and further discussion on the matter once tenders are received. (Resolution No. 2021-226)

October 26, 2021

Council was provided and received a memorandum prepared by the Chief Administrative Officer respecting the Central Fire Station Project, summarizing the project and reintroducing previously deferred reports. Council directed staff to proceed with the preparation and issuance of a Request for Proposals for project management services for the Fire Station Construction Project. (Resolution No C-2021-231)

Council received FSR-011/2021 (Deferred from Sept. 2, 2021 & Sept. 14, 2021) and directed Raimondo & Associates to proceed with the preparation of the Construction Tender based on the amended report, and that once selected, the Project Manager review the final tender documents prior to issuance, and that staff return to Council upon completion of the tender process to award the tender. (Resolution C-2021-232 as amended by Resolution No. C-2021-233)

Council received FSR-012/2020: Central Fire Station Project Charter and that the Project Charter be amended to include the Project Managers role. (Resolution No. C-2021-234).

December 7, 2021

Council received FSR-014/2021: Request for Proposal for Project/Construction Management. Council authorized the Mayor and Clerk to enter an agreement with Urban & Environmental Management Inc. (UEM Consulting) for Project Management Services for the Construction of Wainfleet Fire & Emergency Services Central Station. Council also directed staff to proceed with the issuance of a Construction Tender following a final review of the tender package by the selected Project Manager, with the Tender results returned to Council for consideration of award. Council also directed that the Project Charter be updated outlining roles and responsibilities and be brought back to Council. (Resolution C-2021-278)

OPTIONS/DISCUSSION:

A Project Charter is a written statement of the mission, objectives, and participants in a project including what is excluded in the project. It provides delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, defines the authority of the project manager, serves as a reference of authority for the future of the project, and identifies potential risks and mitigation strategies that may impact the project's success.

The draft Project Charter as originally attached to FSR-012/2020 (as amended), was shared with the newly-appointed Project Manager for the Central Fire Station Project for input, review and revision. The Project Manager conducted their review of the draft

Project Charter and subsequently prepared and developed a new Project Charter utilizing their pre-existing template and methodology.

The new Project Charter prepared by the Project Manager is attached as "Appendix A" to this report.

FINANCIAL CONSIDERATIONS:

None at this time.

OTHERS CONSULTED:

- 1) Fire Services Leadership Team
- 2) Strategic Leadership Team
- 3) Project Manager – UEM Consulting.
- 4) Prime Consultant/Architect – Raimondo & Associates.

ATTACHMENTS:

Appendix 'A' – Draft Central Fire Station Project Charter as prepared by UEM Consulting.

Respectfully submitted by,

Approved by,

Morgan Alcock
Fire Chief/CEMC

William Kolasa
Chief Administrative Officer