

FIRE STAFF REPORT

FSR-012/2020

TO: Mayor Gibson and Members of Council
FROM: M. Alcock, Fire Chief/CEMC
DATE OF MEETING: September 1, 2020
SUBJECT: Central Fire Station Project Charter

RECOMMENDATION(S):

THAT Report FSR-012/2020: 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 includes information and presents a draft Project Charter for the construction of a new Central Fire Station.

BACKGROUND

Report FSR-007/2020, Project Delivery Models and Draft Central Fire Station Project Charter, provided a detailed review of the various procurement methods and contract types for a large Municipal project. A draft Project Charter was presented and deferred pending further information.

FSR-010-2020 – Central Fire Station Concept Study detailed various construction methods and presented estimated costs for each type. Council requested staff to, remove wood truss roofs, investigate Insulated Metal Panels, and provide additional options, information and estimates.

FSR-011-2020 – Updated Central Fire Station Concept Study – Revised Option 1 to remove wood truss and replace with steel truss roof, investigated the use of Insulated Metal Panels, and provided additional construction methods with updated estimated costs for each type.

OPTIONS/DISCUSSION:

A Project Charter is a written statement of the mission, objectives, and participants in a project and details what is included and excluded in the project. It provides delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the roles and responsibilities of the project manager. It also serves as a reference of authority for the future of the project.

The Project Charter Contents

1. Project Team Members and Key Stakeholders
2. Project Description
3. Project Goals and Objectives
4. Project Scope
5. Financial Information
 - a. Capital Cost, financing, funding sources, operating impacts, Rate of Return (if applicable), replacement costs.
6. Schedule
7. Procurement Options and Delivery Methodology
8. Communication & Reporting
9. Constraints and Risks
 - a. A constraint is anything that limits the range of solutions or approaches.
 - b. A risk is anything uncertain that may occur that will impact project success

A draft Project Charter (Appendix 'A') has been prepared for Council consideration and approval.

FINANCIAL CONSIDERATIONS:

See report ASR-016/2020, Central Fire Station Project Financial Overview.

OTHERS CONSULTED:

- 1) WFES Officers
- 2) Deputy Fire Chief
- 3) Strategic Leadership Team

ATTACHMENTS:

Appendix 'A' – Central Fire Station Project Charter

Respectfully submitted by,

Approved by,

Morgan Alcock
Fire Chief/CEMC

William Kolasa
Chief Administrative Officer

APPENDIX "A"

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PROJECT CHARTER

Township of Wainfleet

“Central” Fire Station

Project Number FS-2020-001

PROJECT NAME: Township of Wainfleet – New “Central” Fire Station

PROJECT NUMBER: FS-2020-001

PROJECT LOCATION: 42143 Highway 3, Wainfleet, ON

1.0 TEAM MEMBERS AND STAKEHOLDERS

A. Internal Project Team

Function	Name	Role and Responsibility
CAO - Project Sponsor	William Kolasa	Liaison with Council and Project Team
Fire Chief	Morgan Alcock	Internal Project Team Lead/Manager- External Liaison
Treasurer	Mallory Luey	Finance Department Representative
Deputy Fire Chief	Shawn Schutten	Fire & Emergency Services Representative
Ops. Manager	Richard Nan	Facilities/Fleet/Roads Representative

B. Stakeholders

Function	Name	Description of Interest & Potential Impact
Approval Authority	Township Council	Project Funding Approval & Support
Allied Agency	Niagara EMS	Shared Facility & Tenant
Firefighters	Leanne Johnson	WVFF Association President
Agricultural Ratepayers	Various Agri-operators	Benefactor
Commercial Ratepayers	Ben Berg, etc.	Shared Studies and Benefactor
Residential Ratepayers	Citizens	Benefactor

C. Agencies and Authorities Having Jurisdiction

Function	Name	Description of Interest & Potential Impact
TW - Planner	Sarah Ivins	Zoning & OPA
TW - CBO	Dave Methot	Building Permit
TW – Drainage Super.	Mark Jemison	Munic. Drain impact
Niagara Region - Planner	TBD	Planner
Niagara Region - Design	TBD	Concept Site Plans
NPCA	TBD	None at this time
MTO	TBD	Traffic Impact

2.0 PROJECT DESCRIPTION

For reasons including aging infrastructure (buildings), larger fire apparatus, workplace health & safety concerns and changing growth patterns within the community, a new station will be required for the Fire Service to continue to provide fire protection services in an efficient and effective manner as approved by Council. The new central station will address many of the needs and concerns of the Fire Service personnel and the wider community, as well as creating a healthy work environment for firefighters. The projected timeline for this project is 18-24 months.

3.0 PROJECT GOALS AND OBJECTIVES

3.1 Why is the project being constructed?

The new central station is the result of multiple studies, aging buildings, and Health & Safety concerns.

3.2 What are 5 key objectives and outcomes of the project

- a) Much needed new station
- b) Room for long term growth including the potential addition of apparatus to meet long term needs of the community.
- c) Health & Safety of firefighters, by complying with Ministry of Labour orders c.2015
- d) Expanding service to customers
- e) Maintain labour peace with WVFF Association, by complying with Ministry of Labour Section 21 guidelines and industry best practices

3.3 Rank the following (Scope, Time, Costs, Quality) in order of priority. (1 being highest priority, 4 being lowest) based the understanding of the project and explain rationale.

- 1. Quality:** Reduce long term operating and maintenance costs while keeping personnel safe and healthy with quality workmanship.
- 2. Cost:** Staying within budget reinforces the accuracy of the project plan as well as the fiscal integrity of the Project Team as it relates to the long term financial sustainability of the Township.
- 3. Time:** Staying on time will show the firefighters and the community the Township is committed to the project and care about their welfare and safety.
- 4. Scope:** Staying within the scope with one consistent message to both staff, stakeholders and the public will reduce the risk of project expansion or contraction which could result in cost overruns and unmet expectations.

3.4 Rationale:

Due to the aging existing building(s) in Winger and Marshville, with known health & safety issues, and existing Ministry of Labour Orders. New safe, clean, male and female facilities, basic quarters with kitchen and association space will provide meet requirements of Association and address Health & Safety issues. The new station will provide the space required for long term use, while providing the level of service set out in the Establishing & Regulating By-law while meeting the needs and expectations of the community.

4.0 PROJECT SCOPE

List what is in the project scope (Project Requirements)

- 6 bay central fire station with onsite training room (to also act as Township's primary Emergency Operations Centre)
- Safe, clean, basic needs, male and female facilities, basic kitchen
- Needs to be constructed quickly within 18-24 months
- Renovation of existing barn to accommodate new Station on site

PROJECT CHARTER

Township of Wainfleet

“Central” Fire Station

Project Number FS-2020-001

List what is not in scope

- Apparatus Needs
- Training Grounds

List any operating or project constraints

- 18-24 month timeline
- Weather
- Budget
- Provincial, Municipal Emergencies
- Material Shortages
- Shortage of Skilled Labour/Labour Disputes

5.0 BUDGET

1. The major expenditure component categories of the budget (Table below)
2. The major revenues (To be developed by Finance Dept.)

Phase	Expenditure Category + Description	Estimated Expenditures	Status
PHASE 1 2019 Budget	Purchase Property	\$ 450,000.00	Complete
	Topographical & Survey	\$ 4,500.00	Complete
	Geotechnical Survey	\$ 10,000.00	Complete
	Traffic Impact Study	\$ 10,000.00	Complete
	Hydrological Study	\$ 20,000.00	To Be Completed
	Storm Water Management Plan	\$ 20,000.00	To Be Completed
	Drainage Engineering	\$ 10,000.00	In Progress
	Tree Removal	\$ 3,000.00	In Progress
	Fire Pond	\$ 7,000.00	To Be Completed
	Barn Renovation	\$ 30,000.00	To Be Completed
	Demolition of House	\$ 10,000.00	In Progress
	Temporary Electrical Work	\$ 3,000.00	To Be Completed
	Signage	\$ 2,000.00	To Be Completed
	Design Architect & Engineer	\$ 270,500.00	In Progress
	Phase 1 Sub-total	\$ 850,000.00	In Progress
PHASE 2 2020 Budget	Construction	\$ 3,750,000.00	To Be Completed
	Landscaping & Site Finishing	\$ 300,000.00	To Be Completed
	Fixtures, Furniture & Equipment	\$ 250,000.00	To Be Completed
	Contingency	\$ 200,000.00	N/A
	Phase 2 Sub-total	\$ 4,500,000.00	To Be Completed
ESTIMATED TOTAL PROJECT COSTS		\$ 5,350,000.00	

6.0 SCHEDULE

Key Objectives & Tasks	Month																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
	Oct. 2020	Nov.	Dec.	Jan. 2021	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan. 2022	Feb.	Mar. 2022	
Planning & Design	Planning & Design																		
Architectural Design & Engineering																			
Contractor Pre-Qualification																			
Plans Review & Approval																			
Tender for Construction Contractor																			
Construction						Construction													
Site Prep. & Excavation																			
Foundation																			
Structure																			
Finishes																			
Landscaping																			
Completion																		Completion	
Pre Delivery Inspection & Deficiency Review																			
Systems Training																			
Hand off & Celebration/ Grand Opening																			
Post Project Review & Analysis																			

7.0 CONSTRUCTION PROCUREMENT

Recommended Construction delivery method and Rationale.

Design/Bid/Build.

- Design-** Submit Request for Proposal (RFP) for a Design Firm/Consultant for the development of one full set of building specifications and Contract Management.
- Pre-Qual.** Conduct contractor pre-qualification to "shortlist" potential bidders.
- Bid-** Submit Request for Tender (RFT) to all pre-qualified contractors, who will be invited to bid on the same style of construction and building specifications as per the Design Firm.
- Build-** Successful Contractor to construct completed building as per contracted timeline and price.

Procurement method and rationale

RFP for Design, Engineering & Contract Management Firm-

Provides the Township with the ability to compare firms on previous projects, design styles and abilities, and set specifications for building's design and construction. Successful firm will be responsible to the issuance of the Pre-Qualification, Tender documents and contract management.

Contractor Pre-Qualification-

Provides the Township with the ability to ensure quality contractors based on previous project experience and references.

Tender-

All pre-qualified contractors invited to bid on project based on set specifications (Compare Apples to Apples). Lowest bidder is typically awarded the contract, which ensures competitive pricing for purchaser. Qualified Contractor works with Design Firm and Internal Project Manager to ensure project is delivered within the set parameters approved by Council.

Contract type and rationale

Fixed Price Contract-

Given that the project should be well designed, and in an attempt to control the budget, a fixed price contract transfers a large portion of the risk to the contractor. The terms of the contract with a fixed price provides clear expectations of final budget costs, less any change orders from the purchaser. Having a well-planned project should reduce the number of change orders.

8.0 COMMUNICATION & REPORTING

The Internal Project Team Lead/Manager in consultation with the Project Sponsor and the Design Firm will regularly report project status to the Approval Authority (Council).

9.0 RISK MANAGEMENT

Identify 3 potential risks to the project and what potential mitigation measure for each risk

No	Risk Description	Impact	Mitigation Measures
1	Material & Labour Shortages	Construction Delays	Pre-approved list of alternative materials and sub-contractors. Possibly utilize a bonus/penalty program for performance.
2	Change Orders & Cost Overruns	Increased project costs and possibly running over budget	Proper and complete pre-planning and contingency fund. Fixed Price Contract.
3	Sociopolitical	Change in scope, budget impacts, impediments & delay.	Clearly defined roles & responsibilities. Project sponsor to liaise and mediate