



PROJECT CHARTER

LAST UPDATED: Monday, October 28, 2019

| | |
|-----------------------------------------|------------------------------------------------|
| Project Name: | Child Care Space Creation Multipurpose Room |
| Department Name / Division Name: | SSI Parks and Recreation / SSI Electoral Area |
| Budget / Account Code: | CX. |
| SharePoint File No.: | 5220 Projects – Rainbow Road Multipurpose Room |
| Prepared By / Date: | Dan Ovington |

1. PROJECT BACKGROUND

An opportunity exists to fund an expansion of the Rainbow Road Aquatic Centre to include two multipurpose rooms a universal washroom and storage room for the purpose of licensed child care and recreation programs.

The 2019 Community Child Care Space Creation Program is helping to fund a maximum of 1 million dollars towards the creation of new licensed child care spaces within their own facilities for children aged 0-5.

The CRD recently received funding for a modular classroom for a recreation based preschool program scheduled to open in the fall of 2020. The recreation based preschool program will be based on a half day care model, provided by CRD staff with a maximum of 16 spaces.

The completion of a Community Child Care Planning Inventory identified 190 children between the ages of 0-3 and 220 children between the ages of 3-5. With only 12 infant spaces for those aged 0-3, and 71 group child care spaces available for those aged 3-5; there is evidence of a need for supplementary childcare spaces, in addition to the new recreation preschool.

PARC has also received requests from local community and art groups for an indoor public recreation space to house over 400 individuals enrolled in gymnastics, circus, theatre and dance.

2. PROJECT PURPOSE

The purpose of this project is to expand the Rainbow Road Aquatic Centre to include a 1500 square foot dividable multipurpose room for the purpose of child care and other recreation programs and services.

3. CRITICAL SUCCESS FACTORS

(S.M.A.R.T. – Specific, Measureable, Agreed-upon, Realistic, Time-Sensitive)

The following criteria will be the major indicators of success to the project:

1. Delivered on-budget
2. Universal accessibility
3. Additional day child care spaces on SSI
4. Operated by a non-profit society
5. Meet licensed care requirements
6. Completed on-time

4. SCOPE

| In Scope | Status |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Site Approvals: Agricultural Land Commission – confirmation of a permitted use North Salt Spring Water Works – confirmation of a permitted use Islands Trust – confirm development permit area 1 requirements Building Inspection – construction permit | |
| Site Prep: <u>Designs</u> – Preliminary designs and class D costing <u>Demolition</u> – Removal and relocation of exercise beams <u>Excavation</u> - cut slope and level <u>Utilities</u> - water, power and sewer hookups | |
| Construction: <u>Designs</u> – detailed designs including relocation of accessible washroom <u>Storm water management</u> - drainage works <u>RFQ</u> - Construction quotes for interior and exterior works <u>Fencing</u> – install fencing for play area <u>Play features</u> : installation of identified play features <u>Landscaping</u> : shrubs, groundcovers and perennials, sod, mulch. | |
| Child Care Operator: <u>RFP</u> – request proposals from non-profit society <u>Policy and Procedures</u> – review policies and procedures of care provider to ensure consistency with PARC policy <u>Community Care & Assisted Living Act License</u> – ensure provider meets licensing requirements | |
| Communications: Public notification of project status | |

5. PROJECT DELIVERABLES

| No. | List of Project Deliverables | Acceptance Criteria (specific standards, written criteria, etc.) |
|-----|------------------------------------------------------------|---------------------------------------------------------------------|
| 1 | Project Charter | Draft to PARC November 2019 |
| 2 | Identify community partners and request letters of support | |
| 3 | Preliminary designs and cost estimates | |
| | Submit grant application and supporting documentation | |
| | Site approvals | |
| | Detailed designs | |
| | Tender Multi Purpose Room Construction | |
| | Tender foundation, hookups, fencing, drainage, ramp | |
| | Construction | |
| | Program Operation | |

6. TIMELINES

Timeline to be established upon successful grant application.

| No. | Milestones, etc. | | | | | | | | | | |
|-----|----------------------------------------|--|--|--|--|--|--|--|--|--|--|
| 1 | Site approvals completed | | | | | | | | | | |
| 2 | Draft design and site plan | | | | | | | | | | |
| | Detailed designs completed | | | | | | | | | | |
| 3 | RFP Project Manager/professional | | | | | | | | | | |
| 4 | Tender construction | | | | | | | | | | |
| 5 | Construction | | | | | | | | | | |
| 6 | Install playground fencing | | | | | | | | | | |
| 7 | RFP Non-Profit Society | | | | | | | | | | |
| | Purchase and install Playground equip. | | | | | | | | | | |
| 8 | Partnership Agreement | | | | | | | | | | |
| 9 | Purchase indoor equipment | | | | | | | | | | |
| 10 | Open Licensed Child Care | | | | | | | | | | |

7. BUDGET

| Cost Explanation | Amount (\$) | Revision (1) | Funding Source |
|-------------------------------------------------------------------------|------------------|--------------|----------------|
| Site preparation | \$10,000 | | Grant |
| Permitting | \$2,000 | | Grant |
| Storm Water Management | \$11,500 | | CWF |
| Detailed designs (Structural, Mechanical, Architectural, Electrical) | \$75,000 | | Grant |
| Cost Estimates | \$4,500 | | Grant |
| Building Construction (\$350/sq ft) | \$525,000 | | Grant |
| Outdoor play Equipment | \$15,000 | | Grant |
| Fencing and gates | \$5,000 | | Grant |
| Dramatic Play Furniture | \$5,000 | | Grant |
| Coordinating Professional | \$47,000 | | Grant |
| Project Manager | \$50,000 | | Grant |
| SUB TOTAL | \$750,000 | | |
| Contingency (10% of construction) | \$75,000 | | 2021 CRF |
| CRD Administration and Project Management | \$100,000 | | 2021 Operating |
| TOTAL | \$925,000 | | |

* Class D estimate + or – 50%, a preliminary estimate which due to little or no site information indicates the approximate magnitude of costs of the proposed project based on the clients broad requirements

| Care Program Type | Duration of Session | # of Children/Session | Child Care Spaces Created |
|--------------------------------|---------------------|-----------------------|---------------------------|
| Group Child Care (18-36months) | 8am-5pm | 8 | 8 |
| Group Child Care (3-5 yrs) | 8am-5pm | 16 | 16 |
| | | TOTAL | 24 |

8. ADDITIONAL ASSUMPTIONS / CONSTRAINTS

| No. | Description |
|-----|------------------------------------------------------------------------------------------------------------------------|
| 1 | Adequate staff resources will be available to undertake the project |
| 2 | Site approvals will be approved (ALR), (NSSWD), (Islands Trust), (Building Inspection) |
| 3 | Detailed design and key elements have not been confirmed and may impact the original construction budget |
| 4 | Landscaping elements have not been confirmed and may impact the site preparation budget |
| 5 | Licensing approvals will be obtained |
| 6 | A Non-Profit Society will submit an RFP |
| 7 | Water, sewer and electrical hookups will be available at the proposed location |
| 8 | When contracts require CAO approval, assume contract awards go directly to the CAO after the Commission's endorsement. |
| 9 | Highly publicized project on Salt Spring Island will require public notification to maintain public confidence. |

9. PROJECT TEAM

The following is a description of the roles and responsibilities for the project team.

| Role | Team Member | Responsibilities |
|----------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Sponsor | Robert Lapham (CRD CAO) | <ul style="list-style-type: none"> • Chief Spokespersons • Liaise with CRD Board • Attends Commission/Board meetings as required • Sign off on contracts and awards above local staff authority |
| Senior Manager | Karla Campbell (CRD Sr. Manager) | <ul style="list-style-type: none"> • Liaise with Project Sponsor • Stakeholder management • Manage the project team • Manage the resolution of conflicts (with the team and consultants/contractors, etc) • Approve scope and budget changes |
| Project Administrator | Dan Ovington (CRD Manager) | <ul style="list-style-type: none"> • Prepare staff reports for Commission and Board meetings • Overall responsibility for project performance with respect to scope, schedule and budget • Prepare and manage all procurement • Tender and contract administration • Administer construction contracts, progress reports, change orders, payments, etc |
| Project Manager | TBD | <ul style="list-style-type: none"> • Conduct project status review meetings with the Project Team • Liaise with community partner • Identify risks to the project and implement mitigation strategy actions • Coordinate resources to resolve issues affecting project progress • Ensure compliance with policies and procedures • Evaluate engineering proposals and designs and make recommendations • Provide constructability review of drawings and specifications • Monitor and control the consultants and contractors scope, schedule and budget • Ensure that shop drawings are reviewed and issued in a timely manner • Identify key features for playground equipment • Monitor and update budget • Report to Project Administrator |
| Communications Coordinator | Corporate Communications | <ul style="list-style-type: none"> • Prepare/provide input into communication plans • Development/production of publications, displays and presentations • Support public/stakeholder engagement, liaison, etc |

10. KEY STAKEHOLDERS

| Stakeholder | How Stakeholder is Affected by/Interested in Project | Role or Involvement in Decision Making (see legend below) |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| CRD CAO | Needs to be kept informed of the project and political issues. Commitment and support for project is necessary. | A |
| SSI Electoral Area Director | Needs to be kept informed of the project and political issues. Commitment and support for project is necessary. | A, PD |
| Parks and Recreation Commission | Needs to be kept informed of the project. Commitment and support for project is necessary. Key decision maker who makes recommendations to CRD Board for final consideration. | A, PD |
| Grant Funder (Ministry) | Needs to be kept informed of the project. Commitment and support for project is necessary. | I, |
| SSI Operations Maintenance Staff | Kept informed of the project and provides input on process selections, equipment selections, maintenance issues, daily operational impacts etc. | I, C |
| SSI Administrative Staff | Kept informed of the project and assists with project tenders. Receive public comments. | I, C |
| CRD Building Inspection | Building permits; adherence to public facility building codes | A |
| Childcare businesses, residents and adjacent property owners. | Ensure stakeholder requirements are represented on the project. Group's level of concern can have a HIGH level of impact on the decisions. | I, C |
| Agricultural Land Commission | Commitment and support for project is necessary. Group's level of concern can have a HIGH level of impact on the decision. | A, I |
| Pool Patrons | Construction may impact parking. Risk of congestion | I |
| Community Garden Members | Ensure stakeholder requirements are represented on the project. Group's level of concern can have a HIGH impact on outcomes. | I |

Note: For projects that require more substantial stakeholder identification, please refer to the Supplemental section of the CRD Project Management Guide for methods / templates, etc. Please document any addendums in the Addendum Section of this

| Legend | |
|--------|------------------------------------------------------|
| NI | = no involvement |
| I | = information only |
| C | = consulted |
| PD | = planning and decision making |
| A | = approval rights to say "Yes" or "No" to a decision |

11. COMMUNICATIONS

| Internal | | Required (yes / no) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------|
| Should any of the following be informed / kept up to date about this project? <i>If yes, ensure that they are documented in the "Key Stakeholders" section. These groups may want the information to be ready for questions from the public or to plan for future change management, etc.</i> | CRD Politicians | Y |
| | Management Teams (i.e. ELT, Corporate Team) | N |
| | Specific senior managers from departments not involved in the execution of the project. | N |
| External | | Required (yes / no) |
| Does the project require any of the following: <i>*If yes, please consult your department's communications expert for direction when preparing the project plan.</i> | Public Consultation | Y |
| | Advertising in print, radio, television, web, etc. | Y |
| | Politically sensitive updates to stakeholders | Y |
| | Development of print materials for public consumption | Y |


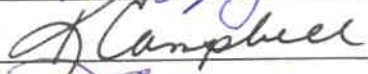

12. RISK IDENTIFICATION

| No. | Risks Identification (Related to scope, schedule, budget, stakeholders, etc.) | Likelihood to Occur (low, medium, high) | Impact if Occurs (low, medium, high) | High Level Risk Response Strategy (if applicable) |
|-----|----------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1 | Adequate staffing is available to manage and implement the project | Medium | High | Ensure staffing requirements are met through either employees, contract employees or consultants. |
| 2 | Project costs are greater than budgeted | High | High | Need to obtain detailed cost estimates for design elements and key factors. |
| 3 | Approvals (Non-Farm Status/Licensing) | Low | High | Submit applications as soon as possible. |
| 4 | Public opposition | Medium | High | Ensure effective community communication strategy throughout the process. Develop mitigation action strategies to address issues. |
| 5 | Assume approvals are received on time and with minimal conditions. | Low | High | Ensure approvals are sought early to reduce potential delays/costs. |

13. SIGNOFF ON PROJECT CHANGES

| Item | | Role or Involvement in Project Changes (see legend below) | | | | |
|------------------------------------------------|------------------------------|--------------------------------------------------------------|----------------|-----------------|-----|-------------------|
| | | Project Administrator | Senior Manager | General Manager | CAO | Commission/ Board |
| Project Plan Changes | | | | | | |
| Budget Changes | Under \$5,000 | A | | | | I |
| | \$5,001 to \$50,000 | A | | | | I |
| | \$50,001 to \$100,000 | | A | | | I |
| | \$100,001 to \$200,000 | | | A | A | C |
| | Over \$200,001 | | | | A | A |
| Schedule Changes | Doesn't Impact Critical Path | | | | | |
| | Does Impact Critical Path | A | I | I | I | I |
| Scope Changes (that affect budget or schedule) | | Same involvement as noted above | | | | |
| Legend | | | | | | |
| C = consulted | | | | | | |
| I = information only | | | | | | |
| A = approval required | | | | | | |

14. SIGNOFF (Signoff provides authorization for the project to proceed.)

| Position/Title | Print Name | Signature | Date |
|-----------------------|----------------|--------------------------------------------------------------------------------------|-----------|
| General Manager | Robert Lapham |  | Oct 29/19 |
| Senior Manager | Karla Campbell |  | Oct 28/19 |
| Project Administrator | Dan Ovington |  | Oct 28/19 |