

**THE CORPORATION OF THE TOWN OF GEORGINA**

**REPORT NO. CAO-2018-0011**

**FOR THE CONSIDERATION OF  
COUNCIL**

**August 15, 2018**

**SUBJECT: Endorsement of Project Steering Committees for the Town's Civic Centre and MURC Projects, and Appointment of Council Members**

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**1. RECOMMENDATION:**

- 1. That Council receive Report No. CAO-2018-0011 prepared by the Capital Initiatives Office dated August 15, 2018 respecting the Endorsement of Project Steering Committees for the Town's Civic Centre and MURC Projects, and Appointment of Council Members.**
- 2. That Council endorse the roles, responsibilities, and composition of the Project Steering Committees for the Civic Centre and the MURC, as outlined in Report NO. CAO-2018-0011.**
- 3. That the Mayor be authorized to appoint one member of Council to each of the Project Steering Committees.**
- 4. That the Mayor serve as Ex-Officio for both Project Steering Committees.**

**2. PURPOSE:**

The purpose of this report is to two-fold. It first seeks Council's endorsement on the formulation of Project Steering Committees for both the Civic Centre Project, and the MURC Project, inclusive of roles, responsibilities, and composition. Subsequently, it requests authorization for the Mayor to appoint one member of Council to each of the Project Steering Committees.

**3. BACKGROUND:**

On July 6, 2018 the Manager of Purchasing posted two Request for Proposals (RFP's) inviting pre-qualified Project Management Firms to submit proposals as follows;

- I. CAO2018-071 - CONSULTING SERVICES - PROJECT MANAGEMENT - MULTI USE RECREATON COMPLEX,**
- II. CAO2018-072 - CONSULTING SERVICES - PROJECT MANAGEMENT - CIVIC CENTRE**

Pursuant to the Town’s procurement policy, the proponents will have a minimum of 30 days to respond to and submit proposal for either one or both projects.

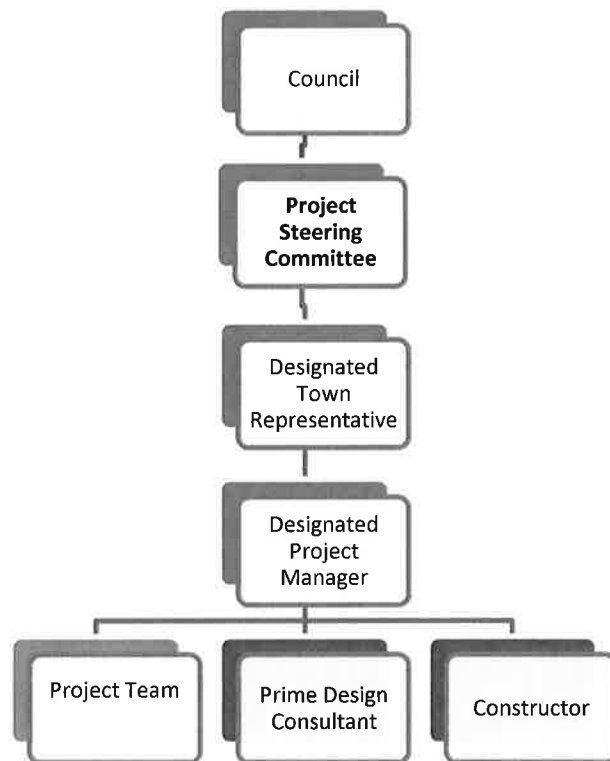
In anticipation of the eventual award of contract for Project Management Services on September 12, 2018, staff is developing the necessary oversight structure to ensure the successful and timely delivery of the projects.

**4. ANALYSIS:**

The underlying Council objective of these Capital Projects is to deliver quality end products that are “on-time” and “on budget”. In order to achieve this, the Town has a distinct obligation to ensure that the Project Managers are receiving advice and direction in a timely manner.

To this end, it is critical that the Town establish Project Steering Committees, comprised of subject matter experts that can provide such necessary professional advice and direction to the Project Managers on a continuous basis.

The following is the proposed reporting structure for the projects, and more specifically where the Project Steering Committee is positioned, and how other functions relate to each other.



### **General Accountability Structure**

The majority of the project work will be facilitated by the Designated Project Manager (DPM), and the Project Team. This Team will provide on-going direction and management of the design and construction activities, regardless of which construction approach the Project Steering Committee ultimately approves.

The Designated Town Representative (DTR) will be the Town's primary interface with the DPM and Project Team to ensure that the project management activities are progressing as planned. The DTR will coordinate information, meeting logistics, process integration, and other actions identified by the DPM for project purposes.

The DTR will organize all necessary information and background materials necessary for the Project Steering Committee to make informed decisions expeditiously. This will be done in cooperation with the DPM.

### **Project Steering Committee – Role & Responsibilities**

The role of the Project Steering Committee is to provide direction and approvals to the DTR and/or DPM for the project from commencement to project close out.

The primary responsibilities include but are not limited to the following;

- Evaluate proposals and select the Project Management Firm for the Project
- Provide input and approval to the desired project construction methodology;
  - i. Design-Bid-Build
  - ii. Design Build
  - iii. Construction Management-at-Risk
- Approve the Master Project Schedule including Scope, Budget, and Timing.
- Provide strategic advice, decision-making, and approvals to all changes to scope, and/or budget, and/or timing, as presented by the DPM and/or DTR, and in accordance with the Town's procurement by-law.
- Decide what Project Steering Recommendations will require Council reports for authorization.
- Advise on strategic communications matters.

**Project Steering Committee – Composition**

**MURC**

<b>Project Steering Committee Members</b>	<b>Subject Matter Expertise</b>
Dave Reddon	Corporate Oversight
Rob Wheeler	Financials
Dan Buttineau	Building Program Components
Shawn Conde	Information Technology
David Harvie	Library Program
Lawrence Artin	Facility Operations & Maintenance
<b>Member of Council - TBD</b>	<b>Council Insight and Liaison</b>
Mayor Quirk	Ex-Officio

**Civic Centre**

<b>Project Steering Committee Members</b>	<b>Subject Matter Expertise</b>
Dave Reddon	Corporate Oversight
Rob Wheeler	Financials
Shawn Conde	Information Technology
John Espinosa	Council Affairs
Lawrence Artin	Facility Operations & Maintenance
<b>Member of Council - TBD</b>	<b>Council Insight and Liaison</b>
Mayor Quirk	Ex-Officio

**Project Steering Committee – Term**

The project will commence September 2018, and conclude in June of 2021.

**Project Steering Committee – Meetings**

Project Steering Committee meetings will be scheduled on the same day and time each month, and will be no longer than 1 hour in duration (unless otherwise directed by the Committee).

All meetings will be pre-scheduled for the duration of the project and will be cancelled in advance if no direction is required by the DPM or DTR.

**Council Representative**

Staff is seeking Council endorsement of the Project Steering Committee composition and their respective roles and responsibilities in this report. The role of the appointed Council Member is to (i) offer any political perspectives that need to be considered

resulting from desired directions, and (ii) serve as liaison to Council Members on the progress and direction of the two projects.

In no way does the Project Steering Committee negate any of Council's authority. It is intended to offer executive decision making requested by the Project Managers. In fact, one of the responsibilities of the Committee is to determine which decisions require Council endorsement or authorization. As such, Council should have confidence in knowing that the Project Steering Committee will escalate matters to Council accordingly.

#### **5. RELATIONSHIP TO STRATEGIC PLAN:**

This report addresses the following strategic goal(s):

GOAL 2: "Promote a High Quality of Life" - HEALTHY, SAFE, SUSTAINABLE COMMUNITIES - 2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan

GOAL 4: "Provide Exceptional Municipal Service" – Complete the Civic Centre Strategic Accommodation Options Plan with a view to determining optimal functional design of Town Hall services and customer service opportunities.

#### **6. FINANCIAL AND BUDGETARY IMPACT:**

With the exception of the allocation of staff time to fulfill the responsibilities of this Committee, there are no additional budget impacts related to this report.

#### **7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:**

There are no distinct public notice requirements associated with this report. The report serves as an information report to the public and can be viewed in the context of good project management oversight.

Community & Stakeholder Consultation will be critical to influencing (i) the initial conceptual design and subsequently (ii) the detailed design phase, of both the Civic Centre and the MURC. The Capital Initiatives Office will be developing a proposed *Community & Stakeholder Consultation Framework* which will involve a multi-faceted approach to consultations. The draft framework will go to the Directors Group for review in early August 2018. Further information will be forthcoming on this item.

#### **8. CONCLUSION:**

The Town has posted two (2) RFP's inviting pre-qualified proponents to submit Project Management proposals for the Town's MURC Project, and/or Civic Centre Project. An important oversight function in the form of Project Steering Committees is being

proposed to offer timely direction to the successful Project Managers. Included in the composition of the Committees is the Mayor and one member of Council for each Committee. The report request authorization to appoint said Council members to the Project Steering Committees.

Prepared & Recommended by:



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Terry Alyman – Capital Initiatives  
Office of the Chief Administrative Officer

Approved by:



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David Reddon  
Acting - Chief Administrative Officer