



## Project Charter

Project Name <b>Regional Recreation Centre</b>		Project Acronym or No. RRCSC	
Project Sponsors <b>Owen Sound City Council and Board of Family Y</b>		Target Project Completion Date March 31, 2011	
Project Managers <b>Regional Recreation Centre Ad Hoc Steering Committee</b> <b>Principal staff support:</b> <b>Jim Harrold, COS; Gayle Graham, Family Y</b>		Version No. 3.0	Version Date August 7, 2009
<b>Project Background</b>			
The City of Owen Sound is a regional cen The City has formal recreation agreem municipalities of Georgian Bluffs and Meaford to create a combined population of 43,207.		Grey with a population of 22,600. recreation services to the adjacent population of 43,207.	
The City's Strategic Plan highlights the importance of providing a range of recreation opportunities for youth in the community and promotes the concept of fitness for all ages.			
The Owen Sound and area Family Y has been serving the community since 1877. The Family Y is a, non-profit organization and a charity that is governed by a volunteer Board of Directors. The Family Y provides services in three main areas: Health, Fitness and Recreation; Child Care; and Community & Employment Services.			
The Family Y's current recreation facility is aging and at capacity, and its indoor pool is the only public, year round pool in the community. Similarly, the Owen Sound Coliseum (one ice pad) has reached the end of its useful lifespan.			
The City and Family Y have entered into a Memorandum of Understanding that has established a partnership between the two groups towards obtaining funding, designing, constructing and operating a new Multipurpose Regional Recreation Facility. The City has received funding through the Communities Component of the Building Canada Fund to support the construction of the facility.			
This project will replace two key recreational facilities with one more efficient, sustainable and accessible facility in order to better provide the community with access to both recreational and amateur sport programming and development opportunities. The new facility will be accessible for all people, including those with disabilities.			
The site that has been selected is Victoria Park. This is a 15.72 ha. park located in the central east part of the City. The site has frontage on 10 <sup>th</sup> Street and 8 <sup>th</sup> Avenue East and is well located with respect to access from local streets and from County roads and Provincial highways.			
The City and the Family Y have agreed that the following elements will be incorporated into the new Regional Recreation Centre:			
<ul style="list-style-type: none"><li>Health Fitness Recreation Component (HFR)<ul style="list-style-type: none"><li>An aquatic centre with a 25 m pool and warm water therapeutic pool</li></ul></li></ul>			

<ul style="list-style-type: none"> <li>- Fitness/conditioning/wellness centre</li> <li>- Gymnasium</li> <li>- Walking/running track</li> <li>- Program rooms (seniors, youth, child care, etc.)</li> <li>- Related support amenities and common shared space</li> </ul> <ul style="list-style-type: none"> <li>• A Double Ice Pad <ul style="list-style-type: none"> <li>- Two regulation size ice pads with limited seating area</li> </ul> </li> <li>• Common Shared Space</li> </ul> <p>The City and Family Y share the vision for a new facility that is based on an environmentally sustainable design based on LEED (Leadership in Energy &amp; Environmental Design) design principles and results in a facility that is environmentally sound and financially sustainable.</p> <p>In order to provide the necessary information to submit the funding application, a preliminary design was achieved. A copy of the preliminary design is attached and reflects the following principles: existing facility would be available for use during construction, retaining a 400 m track and playing field, agricultural barn and grandstand facility. The location of the building close to the street edge is important in strengthening the urban fabric.</p>
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<b>Project Scope</b>	Scope on the client's side!
To coordinate the construction of the new regional recreation centre and to oversee and recommend on all aspects from partnerships, funding arrangements, design, construction, completion and opening.	
<b>Project Purpose</b>	Subjective goals are presented!
To have a project completed on time, on budget in a fully transparent and participatory fashion. Stimulate jobs and the economy through quick investment of federal and provincial infrastructure dollars.	

<b>Strategic Alignments</b>	Some more benefits and justifications presented!
<p>The project is of value to the following goals and priorities:</p> <p><b>Recreation:</b> The City will provide a range of recreation opportunities for youth in the community and promote the concept of fitness for all ages.</p> <p><b>Healthy Community:</b> The City will play an advocacy role identifying and promoting needs in the community and promote the objectives of “Healthy Communities” through program and facility development.</p> <p><b>Partnerships:</b> The City will identify partners and stakeholders for the development of the Regional Recreation Centre.</p> <p><b>Infrastructure Stimulus:</b> The City of Owen Sound governs and advocates on behalf of all citizens by providing infrastructure and services which respect the environment and allow individuals and businesses to prosper.</p> <p><b>Community:</b> The City of Owen Sound's vision is to be a community of choice for all, distinguishable by its authenticity, natural amenities, diversity and community spirit.</p>	

The Family Y offers an active, vibrant place where people have opportunities to be active, meet friends, receive support, learn new skills, and achieve personal growth to build strong kids, strong families and strong communities.

The Family Y's core values include:

- **Caring:** accepting others, being compassionate, generous, sensitive and thoughtful towards the needs of others.
- **Honesty:** shown through integrity, fairness and sincerity in words and deeds, being trustworthy and trustful.
- **Respect:** acknowledging the inherent worth in oneself and others, treating others fairly and justly.
- **Responsibility:** being accountable for one's behaviour, obligations and actions.

Finally, accessibility is a key philosophy of the Y. Its programs and services welcome and are accessible to people of all backgrounds, ages and financial situations.

### Project Benefits

Some more benefits and justifications presented!

The benefits of this project will apply to all partners including the City, Family Y, participating municipalities, recreation facility users, employers, families throughout the regional healthy communities. Expected benefits include:

- Better access to services
- More service
- Competitive opportunities
- Attraction of regional activity and events
- Strong partnerships for all aspects of service delivery
- A higher proportion of Canadians from all segments of society participating in sports activities
- Support an active and healthy lifestyle for Canadians
- Anchor and stimulate urban and/or community building and/or revitalization
- Designed to attract hosting opportunities for regional, national or international sporting events
- Encourage family participation in active lifestyles

### Objectives

### Goals, Objectives & Performance Measures

Goals	Objectives/Deliverables	Performance Measures
1. Develop a superior team of consultant advisors with a strong model that will deliver on time, on budget.	a. Robust and complete RFP processes. b. Detailed analysis of proposals emphasizing experience, capacity, insight and vision. c. Fair and reasonable financial arrangements. d. Co-operative architectural and contractor team. e. Understanding of the dynamics of our challenges.	i. Approval of RFP by Council; good response by profession. ii. Recommendation to RRCS outlining strength of proposals. iii. Clear understanding of costs, within budget. iv. Effective and timely communication with RRCS. v. Experience locally or with similar locales.
2. Strong consultation in the	a. Identification of major	i. Consultation plan from design

Goals, Objectives & Performance Measures		
Goals	Objectives/Deliverables	Performance Measures
development of the design	audience groups such as users, youth, seniors, families, sports organizations and regional partners. b. Meetings to understand the interest of the groups. c. Documented functional statement reflecting input.	team.  ii. Consultation meetings with major groups (see page 10). iii. Plan approved by RRCSC and by Sponsors.
3. Successful fundraising	a. RFP for professional fundraising leadership. b. Fundraising target is \$5 million net of campaign costs.	i. Approval of fund raising consultant by the Family Y ii. Pledge period of up to 5 years.
4. Superior communication among partners and the public	a. Monthly updates (electronic and print) to Sponsors, public, partners and media.	i. User group/partner response and knowledge of project.

Scope ← <span style="border: 1px solid red; padding: 2px;">Scope definition</span>	
“IN” Scope	“OUT” of Scope
Planning and construction of the new regional recreation centre and components as outlined in the MOU.	Arrangements with other users of Victoria Park such as the Owen Sound Agricultural Society, Bruce Grey Catholic School Board.
Funding oversight.	Transportation upgrades at 10 <sup>th</sup> Street E. and 8 <sup>th</sup> Ave. E.
Fundraising liaison.	Fund raising activity.
Partnership development.	Event marketing and promotion of the new centre.
Council and Board liaison.	Funding reports to Federal and Provincial government.
	Ongoing operational concerns.

**Milestone schedule**

<b>High Level Schedule</b>	
<b>Major Milestones or Deliverables</b>	<b>Target Completion Date</b>
<i>Dates in italics are tentative to be adjusted once consulting team in place</i>	
Project Start	June 5, 2009
RFP for Architects approved by Council	June 22, 2009
RFP for Architects Call	July 13, 2009
First Steering Committee Meeting	July 22, 2009
Memorandum of Understanding (MOU) Approval City	TBA
Memorandum of Understanding (MOU) Approval Family Y	TBA
Architect Interviews	August 11, 2009
Kick off Meeting	August 14, 2009
Consultation Process Start	August 14, 2009
RFP for Construction Manager Approved	September 7, 2009
RFP for Construction Manager Call	September 28, 2009
Construction Manager in place	October 12, 2009
Design Consultations	October 30, 2009
Site Works Begin	November 2, 2009
Final Design	November 27, 2009
Construction Begins	November 30, 2009
Site Meetings and Ongoing Supervision	On-going
Partnership Agreement	March 31, 2010
Lease Agreement	September 30, 2010
Formation of Joint Operations Committee	October 31, 2010
Substantial Completion	March 31, 2011
Project Completion	May 1, 2011

**Core Team Members**

It is usually stopped at the project manager's level! We need to address this in human resource plan in detail!

<b>Team Position</b>	<b>Role on Project</b>	<b>Effort</b>	<b>Est. Duration</b>
Project Sponsors Owen Sound City Council Family Y Board	<ul style="list-style-type: none"> <li>Provide approvals.</li> <li>Represent the interests of the residents/taxpayers of the City and the members of the Y.</li> </ul>	2 hours per month	Entire project
Project Steering Committee (7 members)	<ul style="list-style-type: none"> <li>Develop recommendations for approval.</li> <li>Issues and communications leadership.</li> <li>Interpret and apply policy direction.</li> <li>Overall project leadership and champions of project with Council, Board and the public.</li> <li>Establish ad hoc sub committees or other input processes as needed.</li> </ul>	2 days per month	Entire project
Project Managers	<ul style="list-style-type: none"> <li>Project Management including</li> </ul>	Significant	Entire project

Core Team Members			
Team Position	Role on Project	Effort	Est. Duration
Jim Harrold, City Gayle Graham, Family Y	identification of deliverables and tasks Issues and communications management <ul style="list-style-type: none"> <li>Champion project with senior managers and all partners and stakeholders.</li> <li>Monitor project throughout.</li> <li>Participate and support Steering Committee.</li> <li>Assign expert staff resources to help Steering Committee and committees as needed.</li> </ul>	and variable:  2 days per week for first six weeks, then 1 to 2 days per week with other sr. manager involvement.	
Project Administrators Sharon Edwards, City Gayle Graham, Family Y	<ul style="list-style-type: none"> <li>Communications execution.</li> <li>Coordinate regular record keeping and reporting as needed.</li> <li>Research.</li> <li>Attendance at Steering Committee meetings.</li> <li>Scheduling.</li> </ul>	1 day per week.	Entire project
Project Experts	<ul style="list-style-type: none"> <li>Provide expert advice to all aspects of the project as required and assigned by project managers on matters of purchasing, design, construction, communications, finance and the like.</li> </ul>	1 to 2 days per week	Episodic for periods varying from a few weeks to several months.

We need to address this in communication management (PMBOK 10) in detail no need to bring it in the project charter!

Project Partners ←		
Partners	Common Interests & Priorities	Roles and Responsibilities
City of Owen Sound	Responsibility to provide recreation facilities to its residents and a preference to fulfill a regional role as a recreation centre.	Project leadership. Financial Accountability.  Financial support as per MOU.  Application for and allocation of Build Canada Intake 2 funding.  Post project operation of the arena facilities and cooperative operation of the shared spaces.
Family Y	Mission to provide regional	Project leadership.

Project Partners		
Partners	Common Interests & Priorities	Roles and Responsibilities
	recreational opportunities to people of all ages, backgrounds and abilities.	Fundraising leadership as per MOU  Post project operation of the HFR centre and cooperative operation of the shared spaces.
Township of Georgian Bluffs Municipality of Meaford	Residents are users of the current recreation facilities and will be important users/members of the new facilities.  Common vision of healthy residents, health community.	Participate in regular Steering Committee project updates. Provide project and financial support commensurate with residents' use. Partners in recreation use agreements with the City of Owen Sound. Communications support.
Architect	Hired consultant. Design and project oversight.	Provision of professional architectural services including superior communication with Project Partners. Productive working relationship with Construction Manager.
Construction Manager	Hired consultant. Construct facility on time and on budget.	Provision of professional Construction Manager including superior communication with Project Partners. Productive working relationship with architectural services.

We need to address this in communication management (PMBOK 10) in detail no need to bring it in the project charter!

Project Stakeholders		
Stakeholders	Interests & Needs	Management Strategies
Minor Sports organizations: hockey, lacrosse, figure skating, ringette.	Facility Users	Consultation on needs
Owen Sound Agricultural Society	Park User	City to manage on ongoing basis
Bluewater District School Board	Facility/Program User	Consultation on needs
Bruce Grey Catholic School Board	Park User	City to manage on ongoing basis
County of Grey	Transportation	Participant in City MTP
Owen Sound Minor Soccer	Park User	Consultation on needs

Project Stakeholders		
Stakeholders	Interests & Needs	Management Strategies
Other public user groups	Users various needs	Consultation and communication Non member access
Neighbours	Traffic and neighbour influence	Public meeting/mitigation/MTP
Media	Information	Regular media releases
Bayshore Community Centre	Competing facility	Policy that Bayshore is still showcase. Design arena component in complementary fashion.
Seniors	Facility Users	Consultation on needs.
Youth	Facility Users	Consultation on needs.
Grey Bruce Health Unit	Program Partners	Consultation on needs
Grey Bruce Health Services	Program Partners – Cardiac Rehab	Consultation on needs
Owen Sound Aquatic Club	Program Partner	Consultation on needs
Better Pool Committee	Pool Supporter	Consultation
Special Olympics	Program Partner	Consultation on needs
G&B House, Keystone, Big Brothers, Community Living, Children's Aid Society	Facility/Program User	Consultation on Needs
Current YMCA Members and Participants	Facility User	Consultation on needs
Department of National Defense	Facility User	Consultation on needs
Other recreation groups with interest in the centre	Potential Users	SC to develop process to consider requests
Other recreation groups without interest in the centre	Competing or complementary	Communicate openly
Federal Government	Financial and timing interest	Follow CA requirements
Provincial Government	Financial and timing interest	Follow CA requirements
Non partner Regional Governments	Potential Users	Open recreation agreements for discussion.

#### Other Related Projects & Initiatives

We need to address this in communication management (PMBOK 10) in detail no need to bring it in the project charter!

Project/Initiative	Interdependency & Impact
Waste Water Treatment Plant	Major capital project supported by infrastructure funding that will roll out in part during the time period of this project. May compete for staff resources.
Kelso Park Master Plan	A visioning and master planning process that will chart of development future for a major west shore park. Park functions are interrelated and there could be influences from one project on the other.
Harrison Park on going improvements	Park functions are interrelated and there could be influences from one project on the other.
Transportation Master Plan	The regional recreation centre will influence traffic flow and during its planning and development the City is undertaking a

Project/Initiative	Interdependency & Impact
	transportation master plan. The interdependency will involve both overall traffic flows (current patterns may change) and intersection concerns at 10 Street E and 8 <sup>th</sup> Avenue E.
Zoning By Law renewal	The City is reworking its zoning by law and there may be implications for the planning of the facility. The facility should meet the newest standards. There will very likely be implication for parking supply and form that the new facility should provide exemplary leadership in any such new standards/approaches

We need to address this in communication management (PMBOK 10) in detail no need to bring it in the project charter!

Project Communications			
Audience	Information Needs	Format & Timing	Responsible
City Council	<ul style="list-style-type: none"> <li>MOU with Family Y</li> <li>Status Updates</li> <li>Decision Background</li> <li>RFPs</li> </ul>	Presentation on regular meeting agenda	Chairperson of SC/Project Managers (PM)
Family Y	<ul style="list-style-type: none"> <li>MOU with City of OS</li> <li>Status Updates</li> <li>Decision Background</li> <li>RFPs</li> </ul>	Presentation on regular meeting agenda as needed	Chairperson of SC, PM
Partner Steering Committee	<ul style="list-style-type: none"> <li>Project Charter</li> <li>Project Background</li> <li>Contribution agreement from ON and CA</li> <li>Project Updates</li> <li>Architectural and construction updates</li> <li>Meeting agenda</li> <li>Fundraising Information</li> <li>User group needs</li> </ul>	Monthly meetings	PM
Project Managers	<ul style="list-style-type: none"> <li>Status Updates</li> <li>Project issues, risk or concerns</li> </ul>	Weekly meetings with architect and construction managers	Arch, Construction Manager, Project Expert(s)
Project Administrators	<ul style="list-style-type: none"> <li>Items for meetings</li> <li>SC member schedules</li> </ul>	Daily meeting with Project managers	PM
Project Experts	<ul style="list-style-type: none"> <li>Status Updates</li> </ul>	Optional attendance at month SC meetings	PM
Partner Municipalities	<ul style="list-style-type: none"> <li>Status Updates</li> </ul>	Attendance at quarterly SC meetings	Chairperson of SC, PM
User Groups	<ul style="list-style-type: none"> <li>Project Functions</li> </ul>	Consultation	Arch and SC leader

Project Communications			
Audience	Information Needs	Format & Timing	Responsible
		meetings	
Non User Groups	<ul style="list-style-type: none"> <li>Project Opportunities</li> </ul>	Public Meeting	SC leadership, PM management
General Public	<ul style="list-style-type: none"> <li>Project Updates</li> </ul>	Public Meeting and general media releases	SC leadership, PM management, PA execution
Federal Government	<ul style="list-style-type: none"> <li>Reports as required by CA</li> </ul>	Reports Communication with MP Communication with officials	City Financial Services Steering Committee PM
Provincial Government	<ul style="list-style-type: none"> <li>Reports as required by CA</li> </ul>	Reports Communication with MP Communication with officials	City Financial Services Steering Committee PM

Project Risks <span style="border: 1px solid red; padding: 2px;">High level risks!</span>			
Risk	Likelihood	Impact	Risk Response
<i>High-level risk events that pose threats or opportunities to the project.</i>	<i>Low/ Moderate/High</i>	<i>Low/ Moderate/High</i>	<i>What will be done to avoid, transfer, mitigate or accept risks listed.</i>
Construction costs estimates	L	H	Good consultation and clear functional statement. Modified construction management approach. Careful and frequent cost estimates. Close communications.
Construction timing	H	M	Modified construction management approach. Quick start.
Site conditions	M	M	Detailed and early soil investigations.
Differing visions within the Partnership	L	H	Advanced MOU settled at the beginning. Close communication. Steering committee with joint membership.
Incomplete funding support	M	H	Follow requirements of government contribution agreement. Clear and inclusive communication with funding partners. Progressive and professional fundraising.
Core team member turn over	M	H	Good complete

Project Risks			
Risk	Likelihood	Impact	Risk Response
			documentation and ongoing transparent communications

Assumptions & Constraints	
Assumptions	Constraints
Sufficient staff resources	Dual governance of project and eventual operation
Steering Committee member availability	Total budget is fixed
Competitive proposals for construction management	Maintaining multiple use of the site
Strong design and project management by consultants	Coliseum to stay until other ice surfaces are commissioned

Needs to be address in scope management in detail, no need to bring it here!

Acceptance & Sign-Off			
<b>Prepared By:</b>	Project Manager	Jim Harrold	July 21, 2009
<b>Approved By:</b>	Steering Committee Chair	Jim McManaman	August 6, 2009
<b>Approved By:</b>	Council		
<b>Approved By:</b>	Family Y Board		