

# Central Branch Renovation Project Charter

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# Central Branch Renovation Project Charter

## 1. Project Summary / Background

### Background

Public libraries are facing a period of unprecedented change, much of it driven by emerging technologies and people's changing lifestyles and patterns. In developing KFPL Vision 2020, its strategic plan for the next five to seven years, the Kingston Frontenac Public Library recognized that the changes have impacted and will continue to impact how residents use library space.

KFPL Vision 2020 calls for the redefinition of the Central Branch to reflect its unique position in downtown Kingston and its potential for stronger partnerships with other organizations. It also calls for a greater contribution to municipal objectives in the downtown, with its cultural and heritage resources, tourism and economic development.

### Summary

The primary objective of this project is to renovate the existing Central Branch. Built in 1978, with the Bishop's House dating to the mid-19th century, the Central Branch building systems have reached the end of their useful life and the space does not meet the needs of 21st century library patrons.

The Central Branch needs to be reclaimed and rediscovered by the residents of Kingston Frontenac by:

- Connecting residents with the library's collections
- Inviting the public in to the building through a strong visual and spatial connection with the street
- Addressing how patrons use the space – fast turn-around areas that allow short stay visitors to find what they want quickly and zoning and wayfinding for people who wish to explore, discover and study during a longer stay
- Leveraging technology to allow for the effective and efficient delivery of library services
- Providing flexible zoning that allows the building to adapt to changing requirements for collections, meeting spaces, events, quiet study and collaboration
- Continuing to provide access to unique collections that support the City's economic opportunities rooted in heritage, culture, innovation, entrepreneurship and tourism.

- Providing intergenerational space with a children's area with flexible programming and collections spaces and unique space for teens to explore, study and share separate from the children's area
- Incorporating design and signage that allows patrons to navigate the space without staff intervention
- Providing space for amenities, such as vending machines or retail space for the Friends of the Library
- Improving staff spaces, materials handling processes and workflow, separate from public areas.

## **2. Strategy / Approach**

The Library Board has engaged a prime consultant to develop the master program and building design.

The Library Board will engage a Project Manager provided by the City of Kingston's Facilities Management & Construction Services Department who is the Library Board's advisor and agent, providing site management, scheduling, administrative, financial, and technical services.

It will be critical that the project manager, prime consultant and the general contractor work collaboratively and cooperatively together. Communication will be facilitated through site meetings, to be held every two weeks or as required.

## **3. Roles and Responsibilities**

See **Appendix A**

## **4. Project Management Deliverables**

The Project Manager will be responsible for tracking the project progress. The following standard project management deliverables will be prepared:

- **Project Charter** – a statement of intent describing what the project is to achieve and how the results will be realized. Initial approval must be obtained from the Kingston Frontenac Public Library Board, who is the appropriate authority
- **Project Master Budget** – Reflects the budget as approved by City Council and as directed by the Library Board. The Project Manager will be responsible for creating and maintaining the Master Budget. The finance function of the City will be actively involved in the process.

- **Project Master Schedule (Sections 9 & 10)** - sets out the project schedule in a clear and comprehensive fashion that provides a regularly updated picture of project status to all parties. Identifies timelines, milestones, and results. Gantt charts will be included.
- **Risk Management Plan (Section 12)** - communicates the Project Manager's assessment of risk as presented to the Board.
- **Project Performance Reports (Section 16)** - regular formal communication of the status of the project to the Central Branch Renovation Project Committee (bi-weekly), and to the Project Management Committee (at least quarterly or as required). Information is included on scope, budget, project risks, quality control, resources, and schedule.
- **Project Status Reports** - regular status reports to the Board and Council will coincide with completion dates for major milestones; other updates may be scheduled as appropriate.
- **Change Request Log** - log of all change requests, including impact, alternatives for resolution, recommendations and actions taken. This document will be modified and updated for the life of the project.

## 5. Building Plan

In consultation with Library staff and the Central Branch Renovation Project Committee, the consultant will develop a written master program that will specify how much space and equipment, of what kinds and in what juxtapositions the branch will need, both now and in the future. This document will become the basis for the architect's design and will serve as a guide by which to judge the project implementation.

## 6. Scope

### 6.1 Inclusions in the Scope:

- Prime Consultant RFP, selection, award and contract
- Separate cost consultant
- Design development
- Legal costs
- Stakeholder consultation
- Construction specifications, tendering analysis, award
- Building construction, including structural, electrical and mechanical system costs
- Interior design

- Furniture, fixtures and equipment
- Landscaping
- Signage
- Contingency
- Swing space / move out / move in activities

## **6.2 Exclusions from Scope:**

Not applicable at this time.

## **7. Approved Project Budget**

The budget approved by City of Kingston Council on December 17, 2013, February 3, 2015, December 15, 2015 and July 12, 2016 is attached in **Appendix B**.

## **8. Project Master Budget**

The Project Manager will be responsible for keeping the Committees informed of the project budget performance. Budgets and actual expenditures and cost projections will provide a level of detail that provides adequate support for financial analysis. Budget revisions will be centrally reconciled and reported in a timely and complete fashion.

## **9. Project Master Schedule**

The Project Manager will prepare a Master Project Schedule, following consultation with the prime consultant and general contractor, incorporating the sequence and timing of the required basic program decisions, including design time, documentation, bid calls, bid evaluations, trade contract awards and on-site construction activities. The schedule will be broken down into individual networks for each phase of the Project where necessary showing the sequence and timing for the main construction operations and the milestone completion dates for the various phases.

The following is a high level outline of major phases to be considered.

### **Phase 1 – Administration**

- Establish committees
- Complete draft project plan
- Develop a communication plan

### **Phase 2 – Research and Analysis**

- Scope of project approved
- Develop RFI's/RFP's

### **Phase 3 – Planning and Design**

- ensure completion of background studies
- complete agreements
- designs approved

### **Phase 4 – Construction**

### **Phase 5 – Substantial Completion and Warranty**

## **10. Project Milestones**

This is a high level outline of major milestones to be considered. More detail will be identified in the Project Master Schedule.

- Selection of prime consultant
- Funding approved
- Public consultation
- Completion of architectural plans
- Tender opening and award
- Commencement of project
- Commissioning
- Completion of project
- Grand opening

## **11. Critical Success Factors**

- Efficient building systems that reflect the City's sustainability objectives
- Improved sightlines and security
- Bright, flexible spaces that meet the needs of the community
- Ergonomic staff spaces that maximize workflow efficiencies
- Flexible layout and furniture that will allow the library to adapt as needs and usage change
- Welcoming and intuitive entrance and foyer and increased connection to the street
- Completed project within budget and schedule parameters

## 12. Risk Management and Response Plan

A Project Risk Management and Response Plan will be developed as per **Appendix C** that communicates the Board's understanding of objectives, related risks, mitigation, monitoring and reporting. It will be regularly updated and broadly communicated to Committees and to the Library Board and Council as appropriate. It will include summary of risks, measurement of a risk (impact and probability), current and future risk mitigation, time of expected actions and individual responsible.

The following table is an example of a simple risk management form. Impact and probability are categorized as High, Medium or Low.

Risk	Impact	Probability	Mitigation Plan	Individual Responsible
The existing building contains unknown designated substances that may impact the cost of the project	M	H	Conduct physical assessment of existing building	Project Manager

## 13. Quality Control Plan

The Project Manager will develop a project Quality Control Plan that identifies quality control measures. Tendering documents will indicate that a quality assurance plan and regular quality control reporting to the Project Manager will be a mandatory condition of any contract award.

## 14. Key Stakeholders

The project will involve stakeholders in addition to the City, Library Board, and staff, including residents, Friends of the Library, sponsors, etc. Their input shall be formally managed, monitored and approved by the Central Branch Renovation Project Committee.

## 15. Public Consultation

As part of the development of the project, the library will conduct public consultations which may include public open houses and architectural presentations, focus groups, and community surveys. Comments will be solicited in person and electronically.



## **16. Performance Reporting**

The Project Manager will forward a Project Performance Report to the Central Branch Renovation Project Committee and the Project Management Committee on a regular basis. This report will document progress, obstacles to progress, and issues that need to be addressed. It will communicate opinions or concerns with the project, and any significant deviation from the project schedule either from a positive or negative perspective. It will include Gantt charts of project progress.

Status reports to the Library Board and Kingston City Council will coincide with completion dates for major milestones; other updates may be scheduled if appropriate.

## **17. Issue Management**

Issues, risks, agreements, or concerns that could impact the success of the project will be communicated verbally or electronically to the Project Manager who will communicate them immediately to the Central Branch Renovation Project Committee. They will be recorded in the Project Issue Log as per **Appendix D** and will be formally reported in the Project Performance Report.

## **18. Change Management**

It is inevitable that there will be changes during the project development process and it is important these changes be managed in a structured fashion. The Project Management Committee is responsible to review and approve all requests that involve changes in the project's scope, budget or schedule. The Central Branch Renovation Project Committee is responsible to monitor project progress and is responsible to review and approve change requests that are considered within the approved scope, budget and schedule. The Project Manager is responsible for both these committees and is responsible to analyze, evaluate and present realistic changes for consideration.

The financial decision making authority levels for each group are provided in Appendix E.

## **19. Procurement Processes**

The Library Board will ensure transparency in competitive processes for procuring construction and other professional services following procurement strategies as approved by the Library Board. While the City is the legal owner of the Central Branch building, procurement responsibilities are delegated to the Library Board, as the governing body that continues to have care and control of the building for both operational and capital requirements.

## **20. Amendments and Review of the Charter**

This Charter should be reviewed by the Project Management Committee every six months at a minimum to make recommendations to the Library Board for proposed changes.

## 21. Approval

By signing, the specified individuals are indicating they are in agreement with the plans and work efforts outlined in the Project Charter.

Prepared By: \_\_\_\_\_ Date: \_\_\_\_\_

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

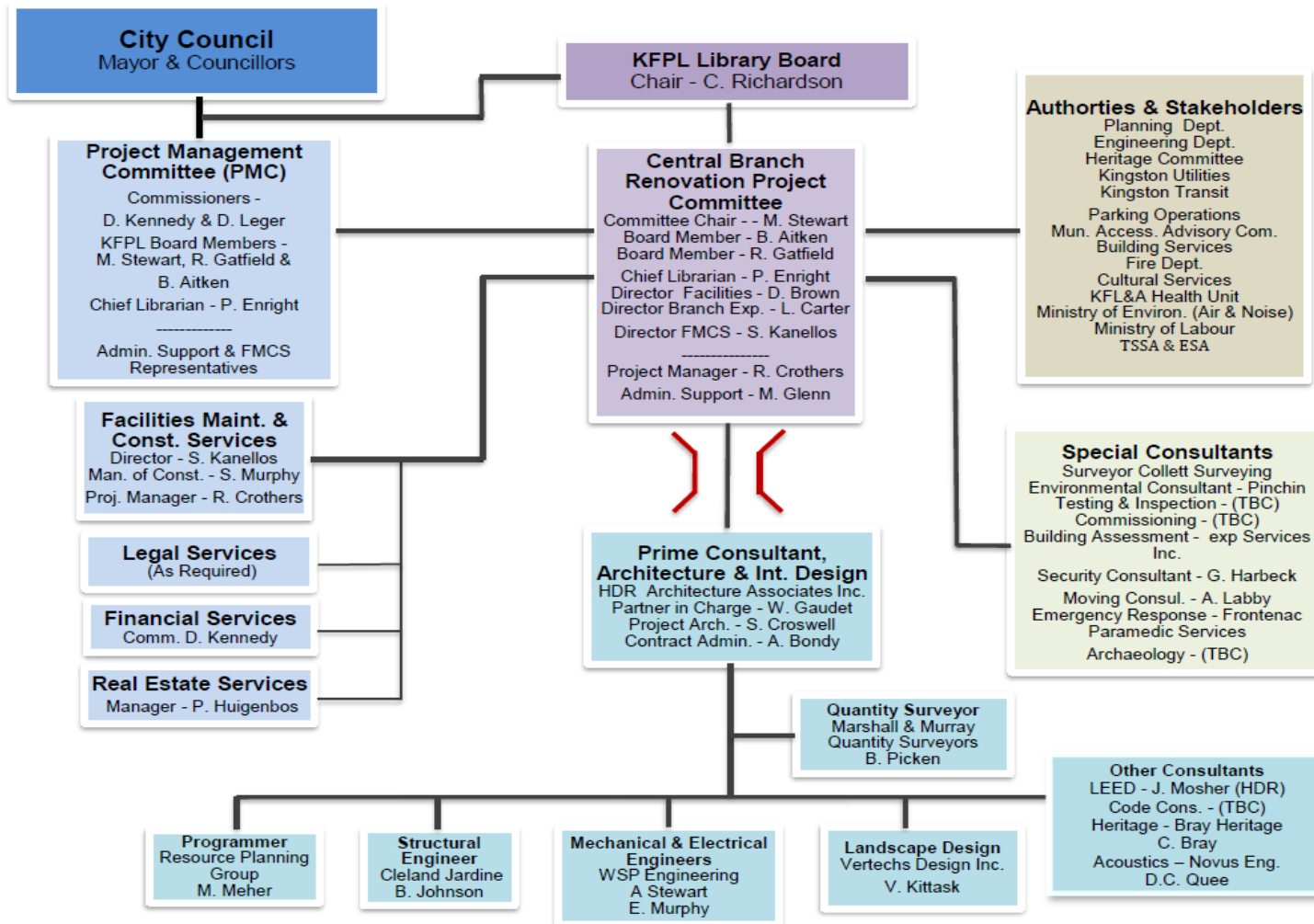
Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

## 22. Appendix A – Roles and Responsibilities

### Kingston Frontenac Public Library Central Branch Renovation Project - Organizational Chart



Date: Jan.29, 2016 Revised June 27, 11/16

Stakeholder	Most Responsible	Roles/Responsibilities	Approval
Project Owner	Mayor and City Council	<ul style="list-style-type: none"> <li>• Approve project and overall budget</li> <li>• Review information reports from PMC</li> </ul>	<ul style="list-style-type: none"> <li>• Approves the project and overall budget on the recommendation of the Library Board</li> <li>• Approves material change orders and/or project scope that are outside the approved overall budget on the recommendation of the Library Board</li> </ul>
Kingston Frontenac Public Library Board	Under the Public Libraries Act, R.S.O. 1990, P.44 the Library Board, with the approval of the appointing council, has the legal right to build for the library and to take general supervision and administrative control of the building project.	<ul style="list-style-type: none"> <li>• Has general administrative supervision and control</li> <li>• Reviews information reports from the Project Management and Central Branch Renovation Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews and approves changes in scope as long as they are within the approved overall budget</li> <li>• Reviews and approves material change orders above \$200,000 as long as they are within the approved budget and based on recommendation for approval from the Project Management Committee</li> </ul>

Stakeholder	Most Responsible	Roles/Responsibilities	Approval
Central Branch Renovation Committee (Project Team)	Committee under the authority of the Kingston Frontenac Library Board <ul style="list-style-type: none"> <li>• Three (3) Appointed Members of the Library Board (including the Chair of the Committee)</li> <li>• Chief Librarian or designate</li> <li>• Director, Branch Experience or designate</li> <li>• Manager, Facilities or designate</li> <li>• Director, Facility Management and Construction or his designate (City of Kingston)</li> </ul>	<ul style="list-style-type: none"> <li>• Determines the professional design and consultant services necessary to complete the Central Branch renovation project</li> <li>• Puts into place processes necessary to select the professional design and consultant services necessary to complete the Central Branch renovation project</li> <li>• Ensures that planning and design processes are established to define and accomplish the objectives of the Central Branch renovation project</li> <li>• Ensures that the Central Branch renovation project cost, scope, schedule and risk are appropriately managed</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews and approves all change order requests from \$10,001 to \$50,000 as long as they are within the project scope and within the approved overall budget</li> </ul>

Stakeholder	Most Responsible	Roles/Responsibilities	Approval
Project Management Committee	<ul style="list-style-type: none"> <li>• Three (3) Appointed Members of the Library Board (including the Chair of the Committee)</li> <li>• Chief Librarian or designate</li> <li>• Two (2) Representatives from the City of Kingston - the Chief Financial Officer or their delegate and the Commissioner overseeing Facilities Management and Construction or their delegate.</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees the planning, budgeting and reporting process, and reviews the scope, budget, project schedule/plan, critical milestones, and risk management strategy for the project</li> <li>• Provides guidance to the Central Branch Renovation Committee in the development of relevant policies and strategies</li> <li>• Receives and reviews on at least a quarterly basis, or as required, progress reports from the Central Branch Renovation Project Committee</li> <li>• Receives and reviews reports including identification of outstanding or upcoming priority issues from functional areas, emerging issues that may impact risk assessments and risk management strategies, and any other matters that have a significant impact on the project, and approves recommended remedial action</li> <li>• Swing space / move-out / move-in activities</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews and approves all material change order requests from \$50,001 to \$200,000 as long as they are within project scope and within the overall approved budget</li> </ul>
Project Sponsor	Chief Librarian/Chief Executive Officer	<ul style="list-style-type: none"> <li>• Is the executive authority over the project</li> <li>• Serves as a representative, supporter and liaison between the City and Library Board</li> <li>• Is a member of the Central Branch Renovation Project and Project Management Committees</li> <li>• Attends Transition and Program and Service Committee meetings as required</li> </ul>	<ul style="list-style-type: none"> <li>• Is accountable for the overall development and management of the project</li> <li>• Reviews and approves expenses and invoices</li> </ul>

Stakeholder	Most Responsible	Roles/Responsibilities	Approval
Project Director	Director, Facility Management and Construction or his designate (City of Kingston)	<ul style="list-style-type: none"> <li>• Is responsible for the overall direction of the project budget, schedule, controls, sign-offs and approvals</li> <li>• Acts as owner's representative to consultant team</li> <li>• Prepares reports for the Central Branch Renovation Project and Project Management Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews and approves expenses and invoices</li> <li>• Reviews and approves all change order requests up to \$10,000 as long as they are within project scope and within the overall approved budget</li> </ul>



Stakeholder	Most Responsible	Roles/Responsibilities	Approval
Project Manager		<ul style="list-style-type: none"> <li>• Is responsible for the day-to-day development and management of the project</li> <li>• Ensures that the building is constructed according to specifications; that the work is carried out expeditiously; that the necessary coordination of various contractors takes place; and problems are dealt with rapidly and effectively</li> <li>• Attends Central Branch Renovation Project Committee, design and site meetings</li> <li>• Provides Project Management Committee with reports on status of design, construction and operations</li> <li>• Interacts with and provides direction to the consultant and the contractor as per discussion with the Project Director</li> <li>• Provides expertise, support and identifies any potential risks and issues related to the project</li> <li>• Offers guidance and expertise on all technical issues.</li> <li>• Coordinates RFPs</li> <li>• Ensures the appropriate flow of information around the integration of strategic and operational issues and action plans as it relates to the building project</li> <li>• Ensures a consistent communications strategy regarding budget, scope, schedule, major milestones and change management control.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to the Central Branch Renovation Committee through the Project Director</li> </ul>

Stakeholder	Most Responsible	Roles/Responsibilities	Approval
Project Administration	KFPL Administrative Assistant	<ul style="list-style-type: none"> <li>• Takes minutes for all meetings</li> <li>• Co-ordinates and distributes all meeting notes, minutes, action lists, schedule updates.</li> <li>• Maintains projects files for Library</li> </ul>	
Transition Committee	<ul style="list-style-type: none"> <li>• Director, Branch Experience</li> <li>• Director, Human Resources</li> <li>• Manager, Facilities</li> <li>• KFPL staff members as required (Systems, Branch Operations, Facilities)</li> </ul>	<ul style="list-style-type: none"> <li>• Is responsible for organizing move to and from temporary locations during construction</li> <li>• Responsible to assist consultant in detailed organization and design of spaces</li> </ul>	
Program and Services Committee	<ul style="list-style-type: none"> <li>• Director, Branch Experience</li> <li>• Manager, Programs and Outreach</li> <li>• Manager, Facilities</li> <li>• Branch Supervisor</li> <li>• KFPL staff members as required (Programming, Administration, Systems, Maintenance, Technical Services)</li> </ul>	<ul style="list-style-type: none"> <li>• Provides input into the programs and services to be accommodated</li> </ul>	

Stakeholder	Most Responsible	Roles/Responsibilities	Approval
Consultant Team	HDR Architecture Associates Inc. <ul style="list-style-type: none"> <li>• Programming</li> <li>• Design &amp; Documents (all disciplines)</li> <li>• Contract Administration</li> <li>• Site review</li> <li>• Cost Estimating</li> <li>• Commissioning and LEED</li> </ul>	<ul style="list-style-type: none"> <li>• Provides the overall design services</li> <li>• Design deliverables include: Initial investigations; functional, schematic and detailed designs; budget estimates and schedule confirmations; contract administration services, site reviews and record documentation</li> <li>• Responsible to ensure design meets requirements of Approving Authorities</li> <li>• Responsible for LEED application and takes direction from Project Manager</li> <li>• Makes representations to Project Renovation Committee as required</li> </ul>	

**23. Appendix B – Council Approved Budget**

<b>Central Branch Renovations</b>	<b>Budget</b>
Professional Design Fees	\$644,800
Construction	\$12,665,042
Furniture and Equipment	\$ 500,000
Relocation (moving and leasing) costs	\$612,400
<b>Total</b>	<b>\$ 14,422,242</b>

## 24. Appendix C – Risk Management and Response Plan Template

NAME OF PROJECT			Risk Management Action Plan					
Risk Control No.	Known Cost of Risk	Estimated Cost of Risk	Description	Risk Likelihood	Risk Impact	Overall Risk Rating	Responsibility	Action Required
<b>1. Strategic Risks</b>								
<b>A Project Scope Delivery</b>								
1A01								
1A02								
1A03								
<b>B Site and Building Conditions</b>								
1B01								
1B02								
1B03								
<b>C External Resources to Project Team</b>								
1C01								
1C02								
1C03								
<b>D Government</b>								
1D01								
1D02								
1D03								
<b>2. Operational Risks</b>								
<b>A Project Scope Delivery</b>								
2A01								
2A02								
2A03								
<b>B Site and Building Conditions</b>								
2B01								
2B02								
2B03								
<b>C External Resources to Project Team</b>								
2C01								
2C02								
2C03								
<b>D Government</b>								
2D01								
2D02								
2D03								
<b>3. Project Risks</b>								
<b>A Project Scope Delivery</b>								
3A01								
3A02								
3A03								
<b>B Site and Building Conditions</b>								
3B01								
3B02								
3B03								
<b>C External Resources to Project Team</b>								
3C01								
3C02								
3C03								
<b>D Government</b>								
3D01								
3D02								
3D03								

## 25. Appendix D – Issue Log Template

### Project Issues Log (Project Issue – Details)

**Project Name:** Central Branch Renovation Project Charter

Project Manager

#### Instructions:

- Log in each Issue Request as it is received (YY/MM/DD)
- Identify Priority: 1) Address Immediately; 2) Address in current Project Phase; 3) Address some time before end of project
- Identify Importance of the Issue to the Project (High, Medium, Low)
- Identify Status: 1) Not Assigned; 2) Assigned but not Active; 3) Active; 4) Resolved; 5) Tabled; 6) Merged with another issue; 7) Other

Request No.	Issue Description and Impact to Project	Priority	Importance (H,M,L)	Reported by	Status	Date Resolved	Resolution / Comments

## **26. Appendix E – Change Request Approval Limits and Form Template**

### **Change Order Approval Limits**

- **Project Director** **\$ 0.00 to \$10,000**
- **Renovation Project Committee** **\$10,001 to \$50,000**
- **Project Management Committee** **\$50,001 to \$200,000**
- **Kingston Frontenac Library Board** **over \$200,000**