



Pre-Development Phase Charter
Fire Hall No. 1 Replacement Project

February 2022



1.1 Purpose of Charter

This Pre-Development Phase Charter (Charter) defines the baseline against which the performance of this phase will be monitored and reported. Changes to the scope, schedule and budget can only be made with authorized revisions to this Charter. Revisions are detailed when changes are made.

1.2 Scope

This Charter includes pre-development phase activities up until a referendum, including overall direction and key decision making for defining the program and scope, schedule, budget, procurement, risks and stakeholder engagement strategies for building a new Fire Hall No. 1 Project at the Brinkworthy Site. The new Fire Hall No. 1 must meet current building code and post-disaster requirements and provide the space required for Salt Spring Island Fire Rescue to provide timely services to the community, meeting the level of service set out in the bylaws. The new Fire Hall No. 1 will also serve as Salt Spring Island's secondary/support Emergency Operations Center (EOC).

If practical, the Steering Committee must consider housing additional protective services at the new Fire Hall No. 1. This may include planning, administration and operation services for public safety and emergency management and response, including 911 Call Answer, Fire Dispatch, Search and Rescue, and bylaw and animal care services at the local level. The Steering Committee must also consider the potential of future growth of apparatus bays to meet community needs.

Based on prior studies, the new Fire Hall No. 1 Project could be approximately 13000 sf in size. The size may be reduced so long as the facility serves the District's needs.



1.3 Budget

The budget for the current phase of work is \$175,000 with some reserve capacity which can only be accessed following the approval process detailed within the Steering Committee Terms of Reference.

The budget breakdown that has been approved is provided below.

Activities	Baseline Estimated Cost	Forecasted Estimate Cost
Project Manager: Pre-Development Phase	\$ 84,000	\$ 105,500
Site Plan & Concept Design (Architect)	\$ 45,000	\$ 52,900
Cost Consulting Services	\$ 7,000	\$ 7,000
Geotechnical Investigation	\$ 7,000	\$ 0

Activities	Baseline Estimated Cost	Forecasted Estimate Cost
Survey / Topography	\$ 5,000	\$ 0
Sub-surface Utility As-Built Investigation	\$ 7,000	\$ 0
Riparian Investigation	\$ 5,000	\$1,000
Environmental Phase 1 Study	\$ 5,000	\$ 0
Contingency	\$ 10,000	\$ 8,600
Total Estimated Cost	\$ 175,000	\$175,000

Schedule

The current phase must be completed by the end of June 2022, including materials necessary for a mail-in ballot referendum. The critical path is engaging an architect to validate the scope and progress site and facility concept design for a Class D cost estimate. Below is a high-level breakdown of major milestones.

Milestone Description	Original Baseline Date	Forecasted Target Date
Appoint Architect	June 30, 2021	July 30, 2021
Site Plan, Concept Design Complete	Oct 31, 2021	April 15, 2022
Business Case / Final Report Complete	Nov 31, 2021	June 01, 2022
Community Engagement Referendum Vote	Feb 28, 2022	June 20, 2022



1.4 Risks

The following risks have been identified for this current phase:

Timeline risks

- The timeline to prepare a Business Case and Final Report is short. Appropriate levels of engagement with internal stakeholders and the advisory committee are necessary to validate the program for design analysis and a successful referendum.
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Project cost risks

- Ratepayers have limited capacity to absorb high tax increases. Design analysis must consider a practical and cost-effective design. Must-haves are included in the scope, and nice-to-haves are secondary.
 - Island communities have a shortage of labour, including construction labour and material supply. Premiums are charged to deliver projects in Salt Spring Island. This must be considered during design analysis.
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Subsurface infrastructure requirement risks

- Brinkworthy site is a greenfield site, i.e., barren land. Utility work on and off-site could be extensive to make this site operational for a fire station project. For example, a potable water supply has not yet been confirmed.
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Existing, recognized infrastructure risks

- BC Hydro powerline runs along and within the site.
 - The Brinkworthy site also has slender areas of riparian concern.
 - Existing infrastructure could restrict site layout options to few or even one.
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Resource risk

- New or competing organization priorities cause delays to the implementation of phase activities.
 - Performance of project consultants.
 - Lack of staff resources to support plan implementation.
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It is important to note that the risk management process is iterative. As the activities of this phase progress, the risks continue to be revised. Monthly reports will be used to carry out the risk management process for current phase activities.



1.5 Stakeholders

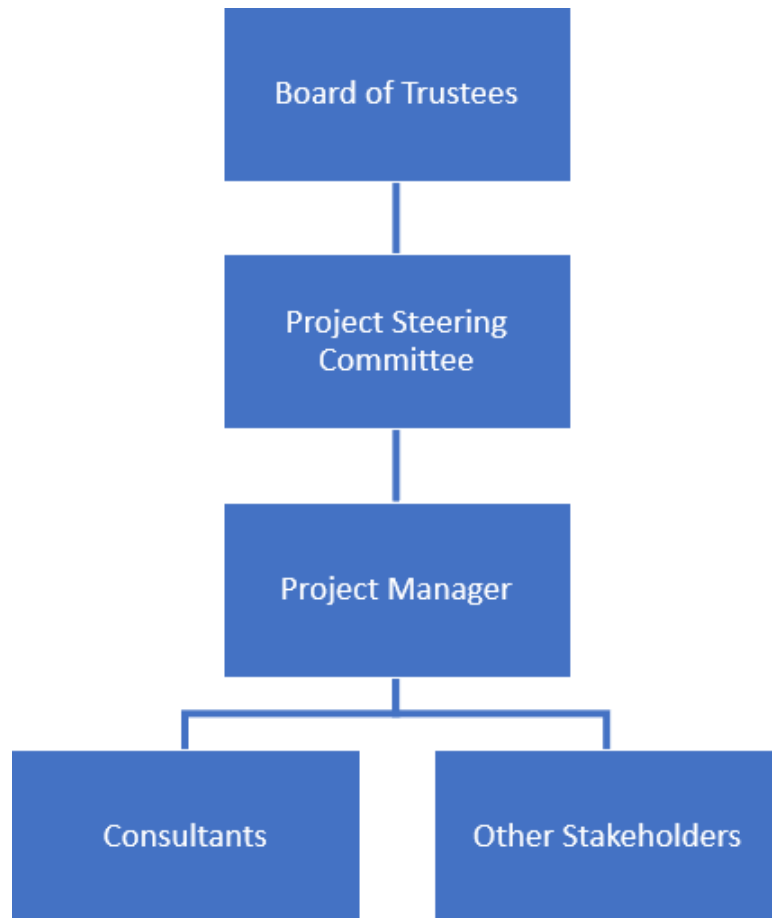
The table below lists important stakeholders and their expectations and responsibilities:

Stakeholder	Accountable Resource	Project Influence (Low, Medium, High)	Project Expectations (Input, Informed)
Board of Trustees	Rollie Cook, Chair Board of Trustees	High	Input
Firefighters (Career)	Ken Akerman, President AFF Local No 4467	High	Input
Firefighters (Paid on-call)	Peter Andress, President SSI Firefighters Association	Medium	Informed
Capital Regional District (CRD) – Partner	(Representative)	Medium	Informed
Immediate Neighbours	(Representative)	Low	Informed
Immediate Businesses	(Representative)	Low	Informed



1.6 Governance

The following diagram outlines the relationships between the Board of Trustees, Project Steering Committee, Project Manager, consultants and other stakeholders for the pre-development phase activities.





1.7 Roles & Responsibilities

Roles and responsibilities describe each party's commitment to the project and clarify decision-making responsibilities, authority levels, communication to appropriate individuals, and accountability for deliverables. The governance structure consists of the Project Steering Committee, Project Manager, Fire Rescue Advisory Committee, and consultants supporting the delivery of activities of the pre-development phase activities. It is expected that all team members will be available for the duration of the current phase and deliver their responsibilities as listed below.

Project Steering Committee

- Refer to the Project Steering Committee Terms of Reference document for further details.

Project Manager – Capex Projects

- Responsible for the successful delivery of current phase activities
- Report to the Project Steering Committee
- Make recommendations to remove obstacles
- Make recommendations for Key Decisions / Approvals
- Management of consultants
- Approve expenditures within the value of contract commitments

Consultants

- Deliver the current phase deliverables up until the mail-in ballot package is ready

2 Approval

This Charter has been prepared by the Project Manager and by motion accepted and approved by the Board of Trustees of the Salt Spring Island Fire Protection District