



Project Charter

Fire Hall No. 1 Replacement Project

Approved June 2022

Amended November 2023



1 Project Name

The name assigned to the Project is “Firehall No.1 Replacement Project,” or “FH1” (“the Project”).

2 Purpose of Charter

This Project Charter (“the Charter”) defines the baseline against which the performance of the Project 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.

3 Scope

This Charter includes activities up until a Total Completion milestone, including overall direction and key decision-making for developing the scope, schedule, budget, procurement, risks and stakeholder engagement strategies for building the Project.

The Project must meet current building code and post-disaster requirements and provide the space required for Salt Spring Island Fire Rescue to deliver timely services to the community, meeting the level of service set out in the bylaws. The concept design has been generally described within the Salt Spring Island Fire Protection District Business Case (revision 0, issued May 27, 2022) (the “Business Case”). Based on the Business Case, the Project is 16,525 sf GFA, meets the operational and business requirements and the building programme is conceptually described by the following Table 1.



Building Programme

The general description of the building program is set out below:

2 Apparatus Bays

- minimum dimensions of 20 ft x 80 ft with 16-foot bay doors
- Nederman diesel ventilation system for both Apparatus Bays

Workshop, SCBA fill, first aid, radio room, and storage

- accessible from the Apparatus Bays

Hose tower and hose drying area

Duty Gear room with 33 lockers

Shared kitchen and district duty room with exterior access

Meeting/training room with extended overhead door to the exterior

Two dorm rooms with shared shower and washroom, breakout room

Decontamination drop and laundry room

Administrative offices - Chief, Deputy, Bookkeeper, CAO, FD, workstations

Mezzanine with mechanical room, SCBA compressor, storage, electrical and data rooms

Proposed Occupancy: up to 25 persons

Parking: 40 stalls for staff and training

Table 1: Concept Building Programme

If practical, a Project Steering Committee may 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. These additional services would change the scope described in the Business Case and require approval from the Project Steering Committee.



4 Budget

The Project budget is \$13.7M, as detailed in Table 2 below. The budget is based on a Class D construction estimate and includes escalation assumptions based on the Project schedule. The Project schedule is described further in Section 5 of this Charter.

Description	Project Budget With Class D	Notes
Hard Costs		
Construction	\$ 7,405,200	Per Class D draft estimate developed by Hanscomb for final Concept Design. Includes allowance for some third-party utility works and includes a premium in the substructure only
Off Site Works	\$ 500,000	Estimate
Escalation	\$ 1,532,900	Per Class D draft estimate developed by Hanscomb for final Concept Design. Includes 8% escalation for 2022-23, and 5% for 2023-24 and 2024-25. The anticipated midpoint of construction is 2025.
Third-Party Utilities	\$ 170,000	Estimate
Soft Costs		
Fees	\$ 2,500,000	Estimate includes fees for PM, Architect, Engineers, Quantity Surveyor, and other specialty consultants.
Other Costs		
DCCs & Permits	\$ 100,000	Estimate
Insurance	\$ 100,000	Estimate
FFE (Owner Supplied and/or Installed)	\$ -	Not included within budget. SSIFPD to re-use existing furniture.
Baseline Cost Estimate	\$ 12,308,100	
Contingency	\$ 1,391,900	Approximately ~15% of Hard Costs
Project Budget	\$ 13,700,000	

Table 2: Project Budget



A chartered quantity surveyor prepared the Class D estimate and it carries a +/- 20-30% degree of accuracy. The cost categories listed in the budget are further described as follows:

- Design and Consulting Costs

These are professional consulting fees, including design and engineering, project management, legal, cost consulting and construction monitoring by specialist consultants such as geotechnical and environmental engineers.

- Contingency Allowance

A contingency allowance is set aside to cover the likely cost of risks during design and construction. 15% of Hard Costs is the contingency allowance estimate, based on the Project's size and complexity.

- Off-site Works Costs

These are expenses ancillary to the actual facility itself, such as public road repair, improvements to nearby services, etc.

- Third-Party Utility Costs

These are costs for utility service connections such as power and telecommunications;

- Other costs

These costs include allowances for permits and insurance during construction.



5 Schedule

The Design Development and Construction phase of work is estimated to be complete by the end of 2026 and is illustrated in the following figure. The Project is “cost-driven,” that is, cost certainty is the primary driver for key project decisions. As such, the schedule milestones may change if there is a cost advantage. The project schedule and budget are based on the Traditional (Design-Bid-Build) contracting strategy. A Project Steering Committee might consider accepting an alternate contracting strategy such as Construction Manager at Risk, which will require updates and revisions to this Project Charter for review and acceptance.

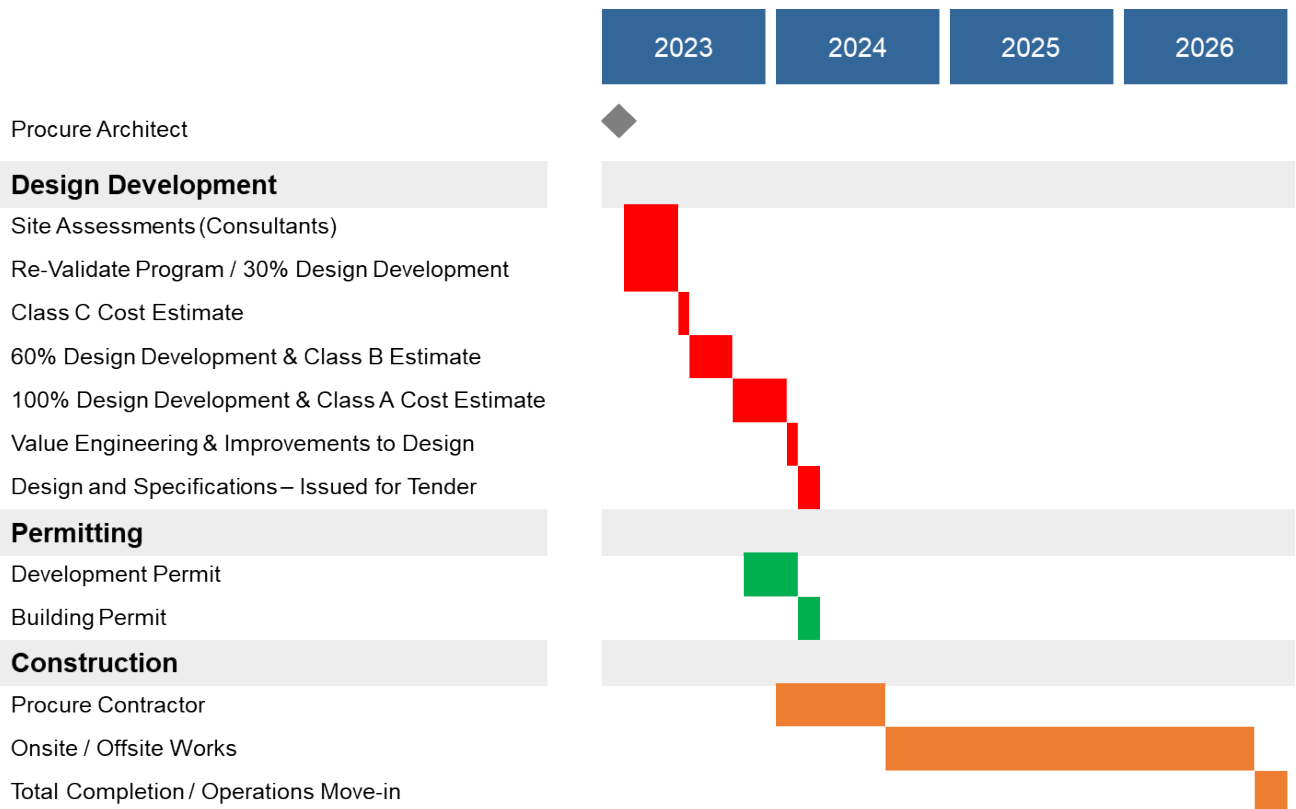


Figure 1: Concept Schedule



6 Risks

Identified project risks have been assessed in the attached Risk Management Plan. Management of risk is an ongoing process. Therefore, the team engaged in delivering the Project must be committed to regularly reviewing and updating the Project Risk Management Plan to reflect changing events and conditions.



7 Stakeholders

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

Table 3: Stakeholder Management Plan

Stakeholder	Accountable Resource	Project Influence (Low, Medium, High)	Project Expectations (Input, Informed)
Board of Trustees	Chair & Board of Trustees	High	Input
Firefighters (Career)	President, IAFF Local No 4467	High	Input
Firefighters (Paid on-call)	President, SSI Firefighters Association	Medium	Informed
Capital Regional District (CRD) – Partner	(Representative)	Low	Informed
Islands Trust	(Planner)	Medium	Informed
The North Salt Spring Waterworks District	(Representative)	Medium	Informed
Ministry of Transportation and Infrastructure	(Representative)	Medium	Informed
Immediate Neighbours	(Representative)	Low	Informed
Immediate Businesses	(Representative)	Low	Informed
SSI Residents	(Representative)	Low	Informed



8 Governance

The following diagram outlines the relationships between the Board of Trustees, Project Steering Committee, Project Manager, Consultants, and Contractors.

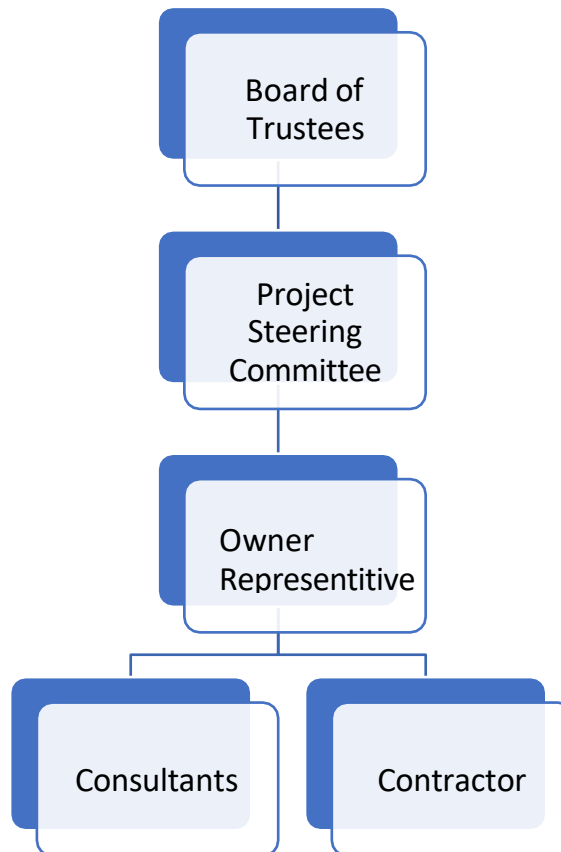


Figure 2: Governance Structure



9 Risk Management Plan (below)

10 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

Risk Management Plan

Project Name	SSIFPD - FH1
Status	Concept Design Phase
Project Manager (PM)	Arshad Bastani, Bradley Fossen
Document Revision #, Revision Date	Version 1



Risk ID	Project Phase	Category	Risk	Pre-Mitigation			Mitigation / Response	By	Post-Mitigation		
				Likelihood	Severity	Rating			Likelihood	Severity	Rating
1	Referendum	Investment Decision	Electorate does not approve lending in referendum.	4	4	16	Sophisticated community engagement effort with clear business case and reporting. Keep budget within "no new taxes."	SSIFPD	3	2	6
2	Design & Construction	Human Resources	Project leadership team resourcing and availability is limited. Consistency is lacking throughout duration of the project.	4	4	16	Establish Steering Committee. Consideration of capacity when assigning internal resources. Consideration of external resources.	SSIFPD	1	2	2
3	Design & Construction	Human Resources	SSIFPD resources are constrained. As a result, SSIFPD resources may not be full engaged with the project. This may impact scope, schedule & budget	4	4	16	Engage qualified Project Manager and support team.	SSIFPD	1	2	2
4	Design	Scope	The SSIFPD changes the scope of the project	4	4	16	Early engagement of operational/admin groups for scope definition. Establish Steering Committee to enforce scope discipline; any changes to the scope of the project to be approved by the Steering Committee and through revision to the project charter. Engage qualified Project Manager with responsibility of managing scope.	PM	1	2	2
5	Design	Cost	Risk of under estimates within the allocated Project Budget.	3	4	12	Engage Quantity Surveyor to provide cost advice and to price design as it develops. Adapt design as required.	PM	2	3	6
6	Design	Scope	Prime Consultant fails to capture complete and accurate user requirements. User group fatigue from engagement process re-occurrence.	2	4	8	Engage a qualified, experienced Prime Consultant with positive references; regular project meetings chaired by the prime consultant; Engage with user groups.	PM	2	2	4
7	Design & Construction	Cost	Consultant fees exceed their budget allocations	3	4	12	Manage scope & expectations. Maintain an up to date cost forecast for on-going red flags	PM	2	4	8
8	Design & Construction	Schedule	Appointment of consultants and contractors may be delayed by approval	3	4	12	Establish Steering Committee to ensure timely approvals and decisions	PM	1	4	4
9	Construction	Cost	Tenders are unaffordable, or no bids received	4	4	16	Appoint qualified PM. Engage qualified and experienced cost consultant. Market information session. Ensure appropriate risk allocation in contract. Consideration to project delivery in risk allocation - host project delivery workshop. Adapt project delivery model as necessary, while meeting project directives.	SSIFPD / PM	2	4	8
10	Construction	Cost	Costs increase after approval for funding. Market uncertainty risks, escalation.	3	4	12	Reassess cost and scope periodically (class estimates). Careful estimation of contingency to address this risk. Consult with QS on market conditions prior to business case, and again prior to tendering.	PM	2	4	8
11	Construction	Cost	Unforeseen Ground Conditions	3	4	12	Schedule geotechnical assessments during Design Development (DD) phase. Early coordination between structural and geotechnical consultants.	PM	1	2	2
12	Construction	Schedule & Cost	Uncharted utilities	3	4	12	Complete underground survey.	PM	1	2	2
13	Construction	Cost	Utility infrastructure (Water, Wastewater) connections are not approved or require infrastructure upgrades.	4	2	8	Submit applications as soon as possible during design process. Allowance in budget for off-site works	SSIFPD / PM	2	2	4

Risk Management Plan

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Status	Concept Design Phase
Project Manager (PM)	Arshad Bastani, Bradley Fossen
Document Revision #, Revision Date	Version 1



Risk ID	Project Phase	Category	Risk	Pre-Mitigation			Mitigation / Response	By	Post-Mitigation		
				Likelihood	Severity	Rating			Likelihood	Severity	Rating
14	Design	Scope	The requirements gathering and design validation process is not robust.	3	3	9	Engage experienced Prime Consultant and qualified PM	SSIFPD / PM	1	2	2
15	Design & Construction	Scope	Pathway within BC Hydro RoW is not acceptable to BC Hydro or land owner.	3	4	12	Early engagement with BC Hydro and property owner, soliciting their preliminary review of design.	SSIFPD / PM	2	2	4
16	Design	Scope	Riparian ditch cannot be diverted	4	4	16	Engage Riparian Consultant, Islands Trust, and FLNRORD as early as possible	SSIFPD / PM	3	3	9
17	Design	Scope	Land use regulations and design guidelines not addressed	3	3	9	Engage Planning Departments early on in the process (Islands Trust, CRD)	SSIFPD / PM	2	2	4
18	Construction	Cost	Unforeseen off-site works requirements	3	4	12	Engage Planning Department and Development Services early on in the process (CRD, MOTI, FLNRORD, ETC.)	SSIFPD / PM	2	2	4
19	Construction	Schedule	Late receipt of required building permits delays the project	3	4	12	Early understanding of permitting requirements and timelines. Account for timeline in project schedule. Engage qualified Project Manager and support team. (key items: DPAs, water & wastewater infrastructure)	SSIFPD / PM	3	3	9
20	Design	Schedule	SSIFPD delays submittal reviews	3	4	12	Establish Steering Committee to ensure to track and ensure timely approvals and decisions	SSIFPD / PM	1	4	4
21	Construction	Schedule	Labour disruption	2	4	8	Ensure appropriate contract language to cover labour disruptions. Early market engagement to build interests.	PM	2	2	4
22	Design & Construction	Construction / Schedule	Archeologically significant articles are found during construction.	4	4	16	Engage archeology branch early on. Ensure Prime Consultant and GC is aware of Heritage Act requirements.	SSIFPD / PM	2	3	6
23	Construction	Safety	Injury or death on the worksite	2	4	8	Ensure GC has good standing with WorksafeBC. Ensure GC has safety program. Ensure that the SSIFPD notifies GC of all known hazards on the site.	SSIFPD / PM	1	4	4
24	Construction	Environmental	Natural Disaster	2	4	8	Ensure appropriate insurance. Involve MIABC in insurance requirements. Force majeure clause in contract.	PM	2	3	6
25	Design & Planning, Construction	Operational Readiness	Post construction documentation is not delivered (e.g. OM manuals; as-built drawings) or handover process from construction to owner is unclear	2	4	8	Engage qualified Project Manager.	SSIFPD	1	2	2
26	Construction	Operational Readiness	Commissioning Issues (delays, impact on operations)	2	3	6	Appoint Independent Commissioning Agent	PM	1	2	2
27	Construction	Stakeholders	Unnecessary construction impact on surrounding neighbours and community in general	2	3	6	Strong communication plan	SSIFPD / PM	2	2	4
28	Construction	Stakeholders	Unnecessary disruption of traffic.	2	3	6	Consult with MOTI for strategies and involvement. If required, engaged Transportation Consultant	SSIFPD / PM	2	2	4