

KK/  
Windsor, Ontario June 25, 2014

A meeting of the **Museum Development Project Steering Committee** is held this day commencing at 3:00 o'clock p.m. in Room 406, 400 City Hall Square East, there being present the following members:

Councillor Fulvio Valentinis, Chair  
Councillor Jo-Anne Gignac  
Councillor Ron Jones

**Guest in attendance:**

Doron Meinhard, Hariri Pontarini Architects

**Also present are the following resource personnel:**

Sandra Bradt, Executive Initiatives Coordinator  
Jill Braido, Marketing & Communications Officer  
Valerie Clifford, Financial Planning Administrator  
Onorio Colucci, Chief Financial Officer and City Treasurer  
Madelyn Della Valle, Project Manager (Exhibitions)  
Cheryl Glassford, Legal Counsel  
France Isabelle-Tunks, Senior Management, Development & Geomatics  
Cathy Masterson, Manager of Cultural Affairs  
John Miceli, Executive Director of Parks & Facilities  
Colleen Middaugh, Project Manager (Construction)  
Jelena Payne, Community Development & Health Services Commissioner  
Helga Reidel, Chief Administrative Officer  
Alex Vicinic, Purchasing Manager  
Jan Wilson, Executive Director, Recreation and Culture  
Karen Kadour, Committee Coordinator

**1. CALL TO ORDER**

The Chair calls the meeting to order at 3:00 o'clock p.m. and the Steering Committee considers the Agenda being Schedule "A" **attached** hereto, matters which are dealt with as follows:

**2. DECLARATIONS OF CONFLICT**

None.

3. **ADOPTION OF THE MINUTES**

Moved by Councillor Gignac, seconded by Councillor Valentinis,  
That the minutes of the Museum Development Project Steering Committee of its meeting held May 21, 2014 **BE ADOPTED** as presented.

Carried.

4. **ADDITION TO THE AGENDA**

Moved by Councillor Gignac, seconded by Councillor Valentinis,  
That Rule 3.3 (c) of the *Procedure By-law 98-2011* be waived to add the following addition to the Agenda:

5.5 Amendment to the Project Charter

Carried.

5. **BUSINESS ITEMS**

5.1 **Project Update (Construction)**

Councillor Gignac refers to an excerpt in Clause B of CR234/2013 which states:

“THAT City Council APPROVE Proposal B (Table 4) with an upset capital limit for the new museum development at 401 Riverside Drive West *in the amount of \$6,180,642...*”

In response to a question asked by Councillor Gignac regarding if the foregoing amount of 6,180,642 in CR234/2013 includes both projects (Francois Baby House and 401 Riverside Drive West), C. Middaugh responds affirmatively.

M. Della Valle advises a Visioning Workshop to Review Interpretive Goals of Exhibition was held June 3-4, 2014 with Hariri Pontarini Architects and Lord Cultural Resources. She notes it was primarily a “listening session” on the types of artifacts available and a discussion on possible themes for the exhibitions. Lord Cultural Resources provided information relating to exhibits and themes including Francophone and Aboriginal exhibits.

J. Payne states Catharine Mastin was invited to attend the second day of the Visioning Workshop. The Chair, one member of the Board and Catherine Mastin attended a meeting with Hariri Pontarini and City personnel following the Visioning Workshop.

The following requests were provided by the AGW Board:

- To be apprised of the construction

- Provide interior/exterior signage to indicate the Art Gallery is open during the construction phase.
- Requesting a “joint opening” ceremony
- Want to ensure the collections in the Gallery will be protected during construction.
- Requesting “joint” programming with the Art Gallery and Museum on the first floor following the completion of the construction.

H. Reidel remarks the first floor of the building is City space. Perhaps joint events could be held on the upper floors.

H. Reidel suggests Council be afforded the opportunity to participate in a Visioning Session.

In response to a question asked by Councillor Valentinis regarding if there is a “master list” of artifacts, for the Museum, M. Della Valle responds this list will be provided to the Steering Committee.

Moved by Councillor Gignac, seconded by Councillor Jones,  
That the Project Manager (Construction), Museum Expansion Project **BE REQUESTED** to coordinate a “Visioning Workshop to Review Interpretive Goals of Exhibition” with the Exhibit Planning Sub-Consultant, and further that the Mayor and City Council **BE INVITED** to attend the session to be held on a date to be determined in July 2014.

Carried.

Following the Visioning Workshop with City Council, the Lord Group will attend a meeting with the Steering Committee to present the Draft Interpretive Plan and Concept Design for the Exhibits.

C. Middaugh provides an overview of the deadlines/milestones of the Project.

C. Middaugh reports she will be attending the July 3, 2014 Windsor Accessibility Advisory Committee (WAAC) meeting to provide an update relating to the Museum Project. She notes WAAC will be invited to a public open house of the facility.

Councillor Jones wants to ensure ethnic groups are recognized, i.e. Chinese in the exhibits. M. Della Valle states she will be undertaking the multicultural elements of the exhibits.

J. Payne states a ceremony to mark the start of construction for the Museum Project will be held prior to construction commencement.

Moved by Councillor Jones, seconded by Councillor Gignac,  
That the report of the Project Manager (Construction) dated June 16, 2014 entitled “Project Manager Update – June 2014” **BE RECEIVED**.  
Carried.

## **5.2 Parking and Equipment/Material Storage Area During Construction**

C. Middaugh states recognizing the importance of managing the impacts the museum construction will have on the adjacent facilities and surrounding area (i.e. Family Aquatic Centre, Art Gallery of Windsor), consideration for construction related parking, disposal bin placement and equipment/material storage are being reviewed at this time. She notes there is an existing truck/bay loading area at the south east corner of 401 Riverside Drive West which is available for the Contractor's shared use with City staff, including the AGW. It is expected that construction disposal bin(s) will be stored in-doors within the truck bay-loading area. In the event the Contractor requires additional storage/staging space, the following options may be considered to accommodate this need:

- Provisions for a segregated area within the Caron Avenue/University Avenue parking lot or,
- Provisions for a segregated area immediately adjacent to the 401 Riverside Drive West building (to the west), in a manner that will minimize disruption to the existing Vision Corridor.

In response to a question asked by Councillor Gignac and the delivery schedule for the AGW, C. Middaugh responds the Art Gallery will be contacted for their schedule to accommodate their needs.

The Chair suggests the Caron Avenue parking lot be utilized rather than Bruce Avenue for additional storage/staging space.

Moved by Councillor Gignac, seconded by Councillor Jones,  
That the report of the Project Manager (Construction) dated June 16, 2014 entitled "Parking and Equipment/Material Storage Area During Construction" **BE RECEIVED**.  
Carried.

## **5.3 Financial Summary Update**

V. Clifford states as per the Contribution Agreement for Canada Cultural Spaces Funding, the Corporation of the City of Windsor is required to submit a cash flow statement per the schedule provided within 3.1 of the agreement.

O. Colucci states the biggest issue is the City was approved for \$1,998,000 which is \$402,321 short of the \$2,400,321 requested.

Moved by Councillor Jones, seconded by Councillor Gignac,  
That the report of the Financial Planning Administrator, Recreation and Culture dated June 16, 2014 entitled "Financial Summary Update – May 31, 2014" **BE RECEIVED**.  
Carried.

#### **5.4 Consultant Presentation of Modified Entrance Options (Verbal Update)**

Doron Meinhard, Hariri Pontarini Architects is present to provide information relating to the modified entrance options. He presents three conceptual designs to address the separate entrances as Options 1, 2 and 3 as follows:

Option 1 – North entrance for Art Gallery and south entrance for the Museum. Separate welcome desks for each facility. Shared Museum and Art Gallery exhibition space at north end of concourse. Pivoting wall provides ability to close off the passage through the concourse for separate hours or events.

Option 2 – One main south entrance for both the Museum and the Art Gallery with one wide reception desk for both facilities. Clear separation of the Museum/Art Gallery once inside the building. By removing the stairs, it would add an extra 1,300 square feet of exhibition space. This option makes it easy for visitors to go to both institutions, while still keeping distinct identities.

Option 3 – North entrance for Art Gallery and south entrance for the Museum. Distinct passage to elevator from the north entrance. The downside of this option is the former restaurant/cafe area (now repurposed for temporary display/programming space) is located quite a distance from the Museum's program space. It is preferable to have a building with one entrance as two entrances takes away from the shared synergy.

In terms of the stairs, D. Meinhard reports the AGW does not use the stairs. He notes the speed of the existing pedestrian elevator will be increased. He will further review whether removal of the stairs falls within the established project budget, and whether doing so is in line with the requirements of the Building Code.

In response to a question asked by Councillor Gignac regarding if the AGW wants a separate entrance, J. Payne responds the AGW prefers to keep the south entrance as this is the entrance the patrons have become accustomed to using.

The Chair expresses concern with Option 2 as there is a long corridor with no natural light. He suggests moving the offices to the opposite side and to install glass walls. He notes walking through the building should be an experience and not just a corridor.

In response to a question asked by H. Reidel regarding if any of the options are less costly, D. Meinhard responds the options are partially cost neutral at this point. J. Payne states the options presented do not exceed the budget for the project.

Moved by Councillor Gignac, seconded by Councillor Jones,

That Option 2 for the modified entrance for the Museum Development Project as presented by Doron Meinhard, Hariri Pontarini Architects **BE APPROVED** subject to meeting the established budget and the local Building Codes.

Carried.

D. Meinhard distributes four conceptual drawings for the exterior of the building (pathways, landscape, signage) as identified by Options A, B and C and D as follows:

Option A – Simple hedge, two large banners on the south wall, three trees to provide a welcoming entrance with a suggested name for the building – 401 Culture Hub.

Option B – Less focus over the receiving area and more focus to the entrance of the building with trees and signage.

Option C – Two large linear banners with trees located in the park zone.

Option D – Signage and banners located on the extreme west portion of the building.

D. Meinard states his preference is Option A as it is well balanced.

Moved by Councillor Gignac, seconded by Councillor Jones,  
As part of the activity and design work surrounding the entrance to the Museum Development Project, that the Consultants **BE AUTHORIZED** to consider the external elements in the design work associated with the entrance to the facility.

Carried.

## **5.5 Project Charter**

The “Windsor’s Community Museum 2014 Expansion Project Charter – Updated June 2014” is distributed and **attached** as Appendix “A”.

J. Payne advises the Project Charter has been amended to add the “*Reporting Relationship – The Steering Committee reports directly to City Council*”.

Moved by Councillor Gignac, seconded by Councillor Jones,  
That the Windsor’s Community Museum 2014 Expansion Project Charter – Updated June 2014” **BE APPROVED AS AMENDED** to add the following phrase “*Reporting Relationship – The Steering Committee reports directly to City Council*”.

Carried.

## **6. MUSEUM DEVELOPMENT PROJECT EXECUTIVE COMMITTEE MINUTES**

Moved by Councillor Jones, seconded by Councillor Gignac,  
That the minutes of the Museum Development Project Executive Committee of its meetings held May 28, 2014 and June 12, 2014 **BE RECEIVED**.

Carried.

7. **OTHER BUSINESS**

None.

8. **DATE OF NEXT MEETING**

The next meeting is tentatively scheduled for July 22, 2014 at 9:00 o'clock a.m. in Room 409, 400 City Hall Square East.

9. **ADJOURNMENT**

There being no further business, the meeting is adjourned at 4:20 o'clock p.m.

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CHAIR

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COMMITTEE COORDINATOR

**AGENDA**  
**of the**  
**MUSEUM DEVELOPMENT PROJECT STEERING COMMITTEE**  
**Wednesday, June 25, 2014**  
**3:00 o'clock p.m.**  
**Room 406, 400 City Hall Square East**

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1. **CALL TO ORDER**
  
2. **DECLARATIONS OF CONFLICT**
  
3. **ADOPTION OF THE MINUTES**  
Adoption of the minutes of the meeting held May 21, 2014 (*attached*).
  
4. **BUSINESS ITEMS**
  - 4.1 **Project Update (Construction)**  
The report of the Project Manager (Construction) dated June 16, 2014 entitled "Project Manager Update June 2014" – *attached*.
  
  - 4.2 **Parking and Equipment/Material Storage Area During Construction**  
The report of the Project Manager (Construction) dated June 16, 2014 entitled "Parking and Equipment/Material Storage Area During Construction" – *attached*.
  
  - 4.3 **Financial Summary Update**  
The report of the Financial Planning Administrator dated May 31, 2014 entitled "Financial Summary Update – May 31, 2014" – *attached*
  
  - 4.4 **Consultant Presentation of Modified Entrance Options (Verbal Update)**
  
5. **MUSEUM DEVELOPMENT PROJECT EXECUTIVE COMMITTEE MINUTES**  
Minutes of the Museum Development Project Executive Committee of its meetings held May 28, 2014 and June 12, 2014 – *attached*
  
6. **OTHER BUSINESS**
  
7. **DATE OF NEXT MEETING**
  
8. **ADJOURNMENT**



# Windsor's Community Museum 2014 Expansion Project Charter

Sandra Bradt / Colleen Middaugh

April 2014  
Updated June 2014

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<sup>1</sup> Amended June 2014

# Project Overview

## Introduction:

Windsor's Community Museum is dedicated to the acquisition, preservation, documentation, illustration and promotion of the unique history and the natural, social, technological and cultural development of the City of Windsor and area for the benefit and education of current and future generations. The Museum is responsible for the care and the preservation of the artifacts and archival material in its collection, entrusted to it by the community. It will provide for the best possible physical environment, preventive maintenance program and conservation services to meet this responsibility for both collection storage and exhibitions.

However, it is a challenge to deliver on this mandate due the space limitations at the Francois Baby House. The current museum space is not large enough to present a fulsome exhibition on Windsor's history, nor does space allow the current exhibits on Aboriginal and French contributions to Windsor's development to be fully explored. Gaps exist in the Museum's presentation from the First World War to present, nor is there appropriate representation of Windsor's immigrant populations. Currently only 3% of the Museum's collection is on display, compared to a museum norm of 10-15%. To expand the current museum is not possible due to its heritage designation and the limited space adjacent to it.

The Art Gallery of Windsor at 401 Riverside Drive West was built to museum standards and recently acquired by the City. The museum feasibility study identified the creation of a Community Museum "hub" by renovating the first floor of the Gallery in order to deliver a more compelling visitor experience. This move will better present, preserve and exhibit the City's arts and heritage experiences. The intent is to provide more permanent exhibition space, a new children's space, a more inviting reception/welcome desk, a new elevator to improve access to the building, and new exhibitions leveraging new exhibition technology for an improved visitor experience and effective operations. Enhancements will be made to the Francois Baby House as one of the hub's "spokes".

## Project Scope

This project will see renovations to the ground floor of 401 Riverside Drive West to accommodate expansion of the Windsor Community Museum into that space as well as modifications to the Francois Baby House to better store and display the artifacts at that location.

The scope of these improvements includes the following works.

- Modifications to the existing 1,905sq.ft. Barbaro Gallery and 750sq.ft. Tepperman Sculpture Court to create new permanent exhibits in those areas.
- Modification of the existing 2,145sq.ft. Wilkinson Room to create efficient auditorium / programming space.
- Modification to the existing 1,100sq.ft. restaurant and kitchen spaces to reduce the size of the kitchen and create temporary exhibit / programming space.
- Creation of a 1,600sq.ft. children's gallery in the former gift shop and art rental / sales areas.
- Development of exhibit space and a new gift shop in the concourse area.
- Creation of 1,175sq.ft. additional storage space in the mezzanine area and former gift shop storage area.
- Creation of a visible storage area in the existing children's activity area of the Francois Baby House.
- Expansion of the storage area of the Francois Baby House to display the museum's archives.
- Design, procurement and installation of new exhibits within the renovated areas of both 401 Riverside Drive West and the Francois Baby House.
- Modifications of the HVAC, security, building control, lighting, telephone and IT systems to properly display and protect the museum's collections.

Below is Table "A" showing the project budget approved under Council Resolution 234/2013. The table is a condensed version of that included in the Council report however the budget dollars remain unchanged.

<b>TABLE A - APPROVED BUDGET (CR 234/2013)</b>	
Wilkinson Room	\$451,900
Sculpture Court	\$95,000
Barbaro Gallery	\$880,000
Children's Gallery	\$328,000
Restaurant Space	\$115,000
Collection and Storage Handling Area	\$140,000
Furniture, Fixtures & Equipment	\$100,000
Moving Costs/Contingency	\$10,819
Renovations at Francois Baby House	\$395,000
Building Management System	\$150,000
Gaseous Pollutant Filtrations Systems	\$85,000
Humidification System Replacement	\$200,000
Improved Security (CCTV, Card Access and Intrusion Alarm)	\$250,000
Security at 401 Riverside Drive West	\$405,000
Conversion of Lighting to LED Within Track Lighting	\$100,000
HVAC	\$350,000
Elevator	\$350,000
Modify Layout of Entrances	\$500,000
Architectural / Engineering Consultant	\$357,000
Internal Project Manager	\$195,335
Exhibit Consultant	\$250,000
Advertising	\$5,000
Communication/Events	\$15,000
Permits	\$47,588
Financing Contingency	\$75,000
Overall Contingency	\$330,000
<b>GROSS PROJECT COSTS</b>	<b>\$6,180,642</b>

<b>ABLE A - APPROVED BUDGET (CR 234/20) FUNDING/REVENUE SOURCES</b>	
Funding from 2013 Capital Project	\$405,000
Canada Cultural Spaces Fund	\$2,400,321
Chimczuk Funds	\$3,272,856
Funding from 2015 Capital Project (Pre-Commitment)	\$102,465
<b>GROSS PROJECT FUNDING/REVENUE</b>	<b>\$6,180,642</b>

This budget reflected a request to be made to the Canadian Cultural Spaces Fund in the amount of \$2,400,321. In March 2014, they City was approved for \$1,998,000. Options for mitigating the \$402,321 shortfall in funding will be brought forward to the project Steering Committee once the results of the construction tender are available.

## Rules for Spending

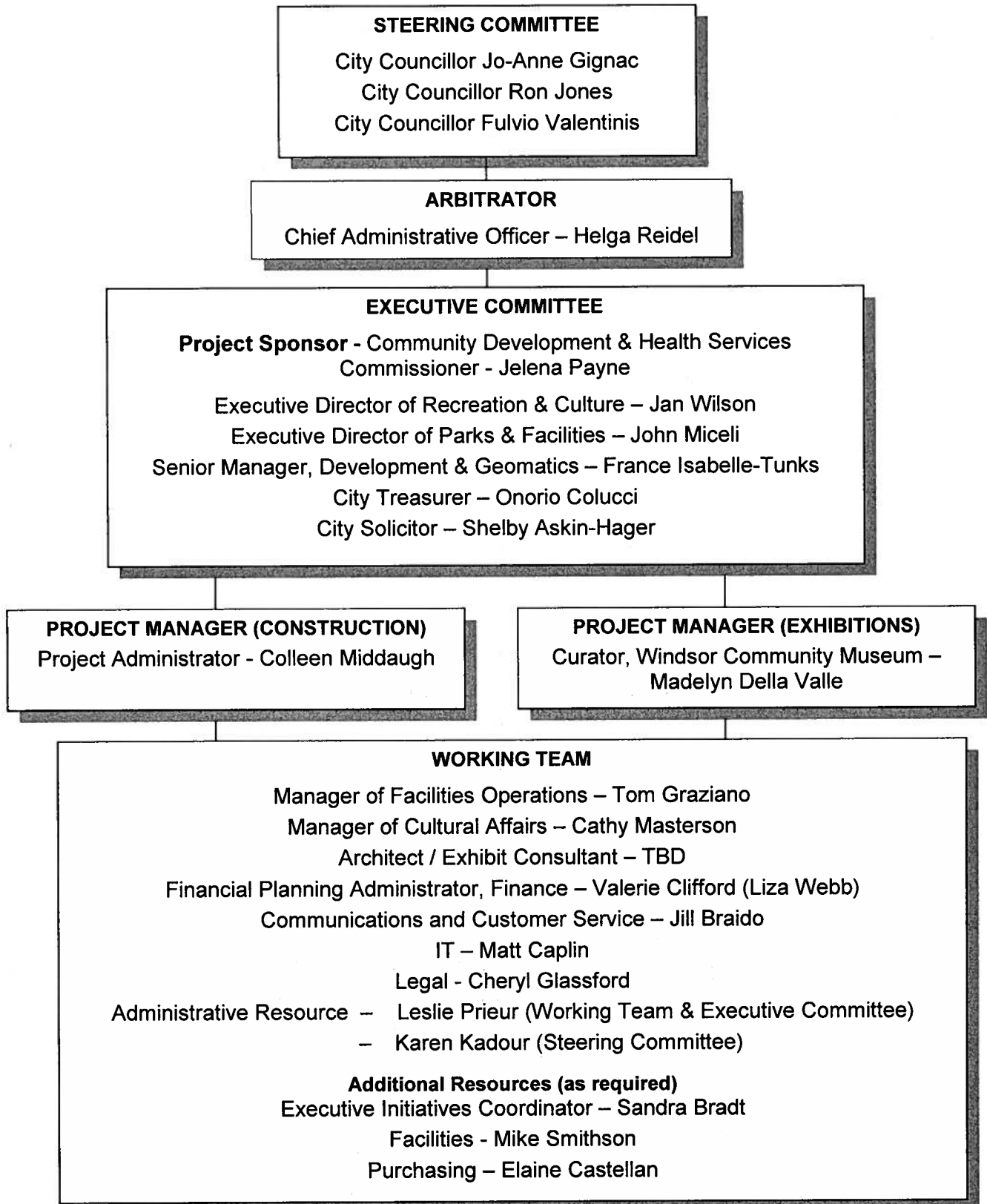
The project has a limited contingency within the approved budget items in Table 'A'. The rules for spending that would be strictly adhered to are summarized below:

- City Council would have sole approval authority for overall budget increases and funding requirements, except as noted herein.
- The Steering Committee will review and make recommendations to Council for any increases to the overall budget, as needed. The committee can approve changes to the budget allocations within the total project budget for values in excess of \$150,000 including the approval of overall contingency funds for items greater than \$100,000 and above the cumulative limit of the Executive Committee.
- The Executive Committee can approve changes to the budget allocations up to \$150,000 per budget line including approval of the overall contingency funds for items up to \$100,000 for individual items to a maximum total use of up to 50% of the overall contingency.
- The Project Sponsor can approve construction change orders up to a value of \$50,000 per item to a maximum total use of up to 50% of the overall contingency. All change orders will be reported out to the Executive Committee.
- The Project Manager can approve construction change orders within the overall budget for items up to \$25,000 per item to a maximum total use of up to 50% of the overall contingency. All change orders will be reported out to the Executive Committee.

# Project Organization and Controls

## Organizational Structure

Below is an organization chart for the project.



## Roles & Responsibilities

Role	Role & Responsibilities
Steering Committee	<ul style="list-style-type: none"> <li>• Meet monthly (or more often, as required) to review project progress/budget reports.</li> <li>• Review and recommend changes to City Council, if needed, in respect of the total project budget.</li> <li>• Address any issue that has major implications to the success of the project.</li> <li>• Commits political support.</li> <li>• Endorses the final exhibit design/layouts.</li> <li>• Provides Steering Committee minutes to Council for updates.</li> </ul>
Project Sponsor	<ul style="list-style-type: none"> <li>• Call and chair Executive Committee meetings</li> <li>• Commits capital funding, and resources</li> <li>• Provide guidance throughout the project</li> <li>• Provides staff resources to the project</li> <li>• Receives project status report updates</li> <li>• Provides Executive Committee minutes to Steering Committee for update</li> </ul>
Executive Committee	<ul style="list-style-type: none"> <li>• Ensure project goals are strategically aligned with corporate goals.</li> <li>• Provide guidance throughout the project</li> <li>• Meet bi-weekly (or more often, as required) to review project progress/budget reports.</li> <li>• Addresses major issues with potential impact on overall project budget, raised by the working group</li> <li>• Review and recommend changes to project budget as required</li> <li>• Recommends to Steering Committee and Council funding strategy for proposed budget changes</li> <li>• Approve public relations / communications plan</li> <li>• Ensures compliance with all City by-laws</li> <li>• Help to remove constraints or mitigate risks that affect the project</li> </ul>
Project Manager (Construction)	<ul style="list-style-type: none"> <li>• Primary communication point of contact for all technical deliverables</li> <li>• Facilitates resourcing (i.e. rooms, equipment, staffing requirements) for technical and functional assessments</li> <li>• Manages day to day operations of project including timelines, budgets, project staff, risks, and issues; and brings forward any major impact items to Project Sponsor &amp;/or steering committee for discussion/resolution</li> <li>• Call and chair working group meetings as required</li> <li>• Responsible for overall execution of project and coordination of all activities</li> <li>• Establishes and maintains working relationship with contractor and stakeholders</li> <li>• Approval of progress payments including Committee approved change orders and other related invoices</li> <li>• Monitor progress to ensure successful completion of project and that milestones are achieved</li> </ul>

Project Manager (Exhibits)	<ul style="list-style-type: none"><li>• Manages day to day operations of exhibit related project components including timelines, budgets, project staff, risks, and issues; and brings forward any major impact items to Project Sponsor &amp;/or steering committee for discussion/resolution</li><li>• Responsible for overall execution of exhibit related project components and coordination of all exhibit related activities</li><li>• Establishes and maintains working relationship with exhibit contractor and stakeholders</li><li>• Monitor progress to ensure successful completion of exhibit related project components and that milestones are achieved</li></ul>
Project Working Group	<ul style="list-style-type: none"><li>• Input into business requirements, building test plans/checklists, procurement participation, user testing/validation, assisting in training facilitation, and go live confirmation sign off</li><li>• Identify and manage risks and scope and bring forward to Executive / Steering Committee if necessary</li><li>• Ensure proper communications are maintained throughout project</li><li>• Present detailed work plan / schedule to Executive / Steering Committee</li><li>• Provide fiscal responsibility by tracking project budget and expenditures</li></ul>

## Reporting Relationship<sup>2</sup>

*The Steering Committee reports directly to City Council.*

*The Executive Committee reports directly to the Steering Committee.*

*The Working Team reports directly to the Executive Committee. Members of the Working Committee report to the Project Manager for purposes of final project decisions with continued guidance by their regular manager/director.*

## Goals

The goals of this project include expansion of Windsor's Community Museum into the main floor of 401 Riverside Drive West; modification of the space to provide for an enhanced, permanent exhibition dealing with the history of Windsor; develop flexible gallery spaces conducive to short-term exhibitions, travelling exhibitions, performances, lectures and special events; develop an interactive Children's space with programming in tandem with Adventure Bay Family Aquatic Centre opportunities; and modification of the Francois Baby House to improve its ability to deliver service as one of the spokes in the cultural hub – focus on French and military history.

- Council approval of the expansion project
- Capital funds through City Council and Canada Cultural Spaces Fund
- Provision of operating funds by City Council
- Community acceptance of new museum
- Increased visitation, revenues and programming

## Risks

Risks are inherent in any project. Risks for this project have been documented by category, type, probability of occurrence, impact to project, risk response, controls, responsible party and mitigation strategy. The impact and probability of occurrence of the risks are ranked on a scale of 1 – 10. The product of these factors represents the overall score of that risk. Risks with a score +60 are considered critical; 30-59 high; 16-29 medium; and 1-15 low.

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<sup>2</sup> Amended June 2014



A risk matrix is provided for this project in Appendix "A".

## Scope Change

The scope change process is used to clearly define how requests for project and work plan changes are handled. An issue may trigger a request for change if it causes an impact on the project's critical path; it requires a change to deliverables, content or cost; or it requires a change to project resources. Scope changes are documented on a case by case basis in the minutes of the Executive/Steering Committee.

Activity	Responsibility	Description
Changes to overall project budget	City Council	All changes to overall project budget will be brought before City Council through the project Steering Committee
Changes <i>within the approved budget</i> allocation greater than \$150,000	Steering Committee	All changes to allocations within the overall budget valued greater than \$150,000.
Draws from the <i>project contingency</i> , greater than \$100,000 each.	Steering Committee	Emergency construction change orders greater than \$100,000 per item can be approved by the Steering Committee
Changes <i>within the approved budget</i> allocation less than \$150,000	Executive Committee	All changes to allocations within the overall budget valued less than \$150,000
Draws from the <i>project contingency</i> , up to \$100,000 each.	Executive Committee	Emergency construction change orders up to \$100,000 per item to a maximum total use of up to 50% of the overall contingency can be approved by the Executive Committee and reported to the Steering Committee for information
Draws from the <i>project contingency</i> , up to \$50,000 each.	Project Sponsor	Emergency construction change orders up to \$50,000 per item to a maximum total use of up to 50% of the overall contingency can be approved by the Project Sponsor and reported to the Executive Committee for information
Draws from the <i>project contingency</i> , up to \$25,000 each.	Project Manager	Emergency construction change orders up to \$25,000 per item to a maximum total use of up to 50% of the overall contingency can be approved by the Project Manager and reported to the Executive Committee for information
Requests for changes in scope	Steering Committee and City Council	All scope change requests will be brought before the Steering Committee and Council for approval. In cases where there are budgetary impacts, the rules above will apply.

## Assumptions / Constraints

To identify and estimate the required tasks and timing for the project, certain assumptions and premises need to be made. Based on the current knowledge today, the project assumptions are listed below. If an assumption is invalidated at a later date, then the activities and estimates in the project plan should be adjusted accordingly.

- City Council approval of expansion of the museum into the main floor of 401 Riverside Drive West.
- Chimczuk and Canada Cultural Spaces Fund funding are available.
- In the absence of these two funding streams, Council has committed the necessary funds to see the project through to completion. Options for mitigating shortfalls in funding will be reviewed with the Steering Committee.
- Those responsible for decision making will do so in a timely manner so as not to delay progress of the project
- Purchases and contracts will be executed in compliance with the Purchasing By-Law.
- City Council accepts an increase to the staffing and operating budget associated with the Community Museum.
- An admission fee to the Museum will be implemented.

## Schedule

### Milestones

Milestone	Target Date
Start of project	September 2013
Council endorsement of project	November 2013
Submit application for CCS funding	December 2013
Request for Proposal issued for Architect / Exhibit Consultant	March 2014
Award RFP (with pre-approval)	May 2014
Request for Tenders for improvements issued	July 2014
Contract Awarded	August 2014
Construction commences	August 2014
Construction of Grant Eligible Components Complete	March 2015
Start of Museum Operations, including Exhibits	October 2015

# Project Charter Sign-Off



Project Sponsor

June 27/2014.

Date



Project Manager

JUNE 26, 2014.

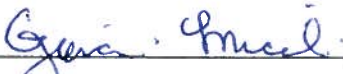
Date



Executive Director of Recreation and Culture

June 27/14

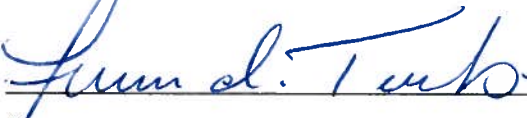
Date



Executive Director of Parks and Facilities

June 27/14

Date



Senior Manager, Development & Geomatics

June 27, 2014

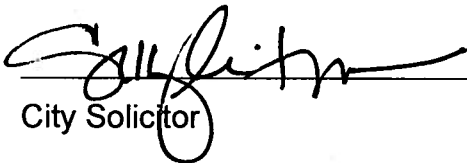
Date



City Treasurer

June 26/2014

Date



City Solicitor

29 June 2014

Date

**Appendix A - Windsor Community Museum Expansion Risk Matrix**

Project: Windsor Community Museum  
 Date: Feb 7, 2014

**I** Impact assessment risk on scale of 1 to 10 (low to high)  
**P** Probability of occurrence on scale of 1 to 10 (low to high)  
**I x P**

60 + Critical  
 30 to 59 High  
 16 to 29 Moderate  
 1 to 15 Low

Risk / Impact assessment		Risk / Impact assessment				Risk / Impact assessment		Risk / Impact assessment		Risk / Impact assessment	
Risk Description	Impact (I)	Probability (P)	I x P	Priority (Critical, High, Moderate, Low)	Risk Response 4 (Tolerate, Transfer, Treat, Terminate)	Controls	Responsible Party	Mitigating Strategy			
<b>External Risks - risks that originate outside of the organization</b>											
1 Poor weather conditions that will cause delays to the project	3	2	6	Low	Tolerate		Project Administrator	Onsite monitoring and adjustments (when needed) with General Contractor (GC)			
2 Acts of God (earthquake, flood, etc)	9	1	9	Low	Tolerate		Project Administrator	Onsite monitoring and adjustments (when needed) with General Contractor (GC)			
3 Political impact	5	5	25	Moderate	Treat		Executive/Steering Committee Project Administrator Project Sponsor	Employ good reporting practices and strong communication standards when releasing information. Have onsite reviews and tours and open communications with the public/media			
4 Economic risks (rising gas or steel prices)	2	7	14	Low	Tolerate	Financial reporting and monitoring	Executive/Steering Committee Project Administrator CFO & City Treasurer	Transfer some of the risk through a fixed contract with GC for certain materials/resources. Build contingency amounts into the project budget to treat price fluctuations. Adjust the timing of some things, if applicable, to coincide with better or lower prices.			
5 Unidentified building conditions	7	5	35	High	Treat		Project Administrator	Conduct site surveys, environmental assessments, Engineering evaluations.			
6 Risks arising from aggressive construction schedule	7	8	56	High	Treat Tolerate		Project Administrator	Regular meetings, follow up through out the project and regular health checks. Advanced notice of possible delays.			
<b>Compliance Risks - risks that originate from the requirement to comply with a regulatory framework, policies, directives or legal agreements</b>											
7 Non compliance of GC	6	3	18	Moderate	Treat		Executive/Steering Committee Project Administrator Project Sponsor	Securing a bonding agreement with GC. Monitoring of site progress and contract adherence by Project Administrator. Legal recourse if breach of contract develops.			
8 Non compliance with City's Purchasing By-law	5	1	5	Low	Treat		Executive/steering Committee Project Administrator Project Sponsor	Regular contact with Purchasing Representative from Purchasing and Risk Management on Executive Committee. Communication with all stakeholders. Review of all purchasing activities to ensure adherence to by-law.			

**Appendix A - Windsor Community Museum Expansion Risk Matrix**

Project: Windsor Community Museum  
Date: Feb 7, 2014

Impact assessment risk on scale of 1 to 10 (low to high)  
Probability of occurrence on scale of 1 to 10 (low to high)

I	60 +	Critical
P	30 to 59	High
I x P	16 to 29	Moderate
	1 to 15	Low

**Risk / Impact assessment**

Risk Description	Impact (I)	Probability (P)	I x P	Priority (Critical, High, Moderate, Low)	Risk Response 4 T's (Tolerate, Transfer, Treat, Terminate)	Controls	Responsible Party	Mitigating Strategy
9 Health & Safety concerns (reportable)	4	5	20	Moderate	Transfer		GC	GC health and safety training for all City staff entering site. WSIB insurance.
10 Legislation changes that may not be picked up	4	2	8	Low	Treat		Project Sponsor Executive/steering Committee Project Administrator	Multidisciplinary team on project who are familiar with all new and emerging legislation.
<b>Financial Resources Risk - risks that relate to the levels of capital and operating funding and insurance as well as financial decisions made</b>								
11 Budget overruns or shortfalls	8	6	48	High	Treat	Monitor building contingency. Regular and timely financial updates to the Executive/Steering Committees.	Executive/Steering Committee Project Administrator Project Sponsor	Monitor building contingency. Regular and timely financial updates to the Executive and Steering Committees.
12 Failure to meet funding deadline for Canadian Cultural Spaces Fund	8	4	32	High	Treat	Incorporate timelines and penalties in contract with GC to ensure completion.	Executive/Steering Committee Project Administrator Project Sponsor	Closely monitor progress and ensure invoices are processed in a timely manner.
13 Cost creep if project extends past completion date	6	7	42	High	Treat Tolerate	Regular financial reporting to Executive and Steering Committees as well as project status updates, cost containment strategies, and long range planning.	Executive/Steering Committee Project Administrator GC	Regular financial reporting to Executive/Steering Committees as well as project status updates, cost containment strategies, and long range planning.
14 Interest Rate Risk (increase in interest rates)	4	3	12	Low	Treat Tolerate	Review investments with longer maturity. Utilize internal financing as cash flows warrant. Adhere to project completion schedule.	Project Sponsor CFO & City Treasurer Executive/Steering Committee Project Administrator GC	Utilize internal financing as cash flows warrant. Adhere to project completion schedule.
15 Theft of City equipment	3	3	9	Low	Treat	Ensure proper security and insurance are in place. bring material in Just-In-Time, work with GC on secure storage for materials.	Executive/Steering Committee Project Administrator GC	Ensure proper security and insurance are in place, bring material in Just-In-Time, work with GC on secure storage for materials.
16 Increase in insurance rates (Contractor)	2	2	4	Low	Treat		Executive/Steering Committee Project Administrator GC	Design Bid Build fixed contract with GC to mitigate possible risk for add ons to project.

**Appendix A - Windsor Community Museum Expansion Risk Matrix**

Project: Windsor Community Museum  
Date: Feb 7, 2014

Impact assessment risk on scale of 1 to 10 (low to high)  
Probability of occurrence on scale of 1 to 10 (low to high)

60 +	Critical
30 to 59	High
16 to 29	Moderate
1 to 15	Low

I  
P  
I x P

**Risk / Impact assessment**

Risk Description	Impact (I)	Probability (P)	I x P	Priority (Critical, High, Moderate, Low)	Risk Response 4 T's (Tolerate, Transfer, Treat, Terminate)	Controls	Responsible Party	Mitigating Strategy
17 Not maintaining an accurate financial record keeping system	7	2	14	Low	Treat	Assignment of financial analyst. Regular health checks to ensure accuracy of records, regular meetings between Finance and Project Administrator to identify potential record keeping issues.	Project Sponsor CFO & City Treasurer Executive/Steering Committee Project Administrator GC	Assignment of financial analyst. Regular health checks to ensure accuracy of records, regular meetings between Finance and Project Administrator to identify potential record keeping issues.
18 Not providing the Steering Committee with timely project updates	7	2	14	Low	Treat	Scheduling regular steering committee meetings, asking for Steering Committee feedback, areas of concern requiring reporting. Maintaining adequate staffing on the project, prioritizing activities to ensure ability to provide regular reports, and ensuring open communication among project team.	Project Sponsor Project Administrator Executive/Steering Committee	Scheduling regular Executive/Steering committee meetings, asking for Committee feedback, areas of concern requiring reporting. Maintaining adequate staffing on the project, prioritizing activities to ensure ability to provide regular reports, and ensuring open communication among project team.
<b>Human Resources Risk - risks that relate to the adequacy and quality of staff</b>								
19 Not having adequate communication resources	7	5	35	High	Treat		Project Sponsor	Making project high priority, bring multi-disciplined project team (people) to the table, wide project span, corporate commitment to the project.
20 Risk of Labour Disputes	6	4	24	Moderate	Tolerate		Project Administrator	Build buffers into project timelines to allow for potential labour dispute resolution.
21 Not having adequate internal staffing resources for the project	7	5	35	High	Treat		Executive/Steering Committee Project Administrator	Making project high priority, bring multi-disciplined project team (people) to the table, wide project span, corporate commitment to the project.
22 Relationship with stakeholders (tenants and neighbours)	7	8	56	High	Treat	Ensure open communication with stakeholders (tenants and neighbours) including regular progress updates.	Project Sponsor Project Administrator	Continuous contact with stakeholders (tenants and neighbours). Progress updates, during and prior to construction, including advance notice of key activities and dates.