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Windsor, Ontario March 3, 2015

A meeting of the **New City Hall Project Steering Committee** is held this day commencing at 9:30 o'clock a.m. in Room 407, 400 City Hall Square East, there being present the following members:

Mayor Drew Dilkens, Chair
Councillor Paul Borrelli (arrives at 9:40 a.m.)
Councillor Jo-Anne Gignac
Councillor Chris Holt
Councillor Hilary Payne (arrives at 9:40 a.m.)
Councillor Ed Sleiman

Guest in attendance:

David Hanna

Also present are the following resource personnel:

Wadah Al-Yassiri, Project Administrator
Shelby Askin-Hager
Valerie Critchley, City Clerk
Tom Graziano, Senior Manager of Facilities
Tom Hunt, City Planner
France Isabelle-Tunks, Senior Manager of Development, Projects & ROW/Deputy City Engineer
Jason Moore, Senior Manager of Communications & Customer Service
Helga Reidel, CAO
Dave Soave, Project Accountant
Mario Sonogo, City Engineer
Mark Winterton, Executive Director of Operations
Karen Kadour, Committee Coordinator

1. **CALL TO ORDER**

The Committee Coordinator calls the meeting to order at 9:35 o'clock a.m. and the Steering Committee considers the Agenda being Schedule "A" **attached** hereto, matters which are dealt with as follows:

2. **ADDITIONS TO THE AGENDA**

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

- 5.0 Adoption of the minutes of the meeting held July 8, 2014.
- 6.0 Presentation by the Senior Manager of Development, Projects & ROW
- 7.5 Underground parking
Carried.

3. **DECLARATIONS OF CONFLICT**

None disclosed.

4. **ELECTION OF CHAIRPERSON**

The Committee Coordinator calls for nominations from the floor for the position of Chairperson. Councillor Sleiman nominates Councillor Gignac. Councillor Gignac declines the nomination. Councillor Gignac nominates Mayor Dilkens. The Committee Coordinator asks if Mayor Dilkens accepts. Mayor Dilkens accepts.

Moved by Councillor Gignac, seconded by Councillor Sleiman,
That Mayor Drew Dilkens **BE ELECTED** Chair of the New City Hall Project Steering Committee.
Carried.

Mayor Dilkens assumes the Chair.

5. **ADOPTION OF THE MINUTES**

Moved by Councillor Gignac, seconded by Councillor Sleiman,
That the minutes of the New City Hall Project Steering Committee of its meeting held July 8, 2014 **BE ADOPTED** as presented.
Carried.

6. **PRESENTATION**

France Isabelle-Tunks, Senior Manager of Development, Projects & ROW provides a PowerPoint presentation to apprise the new Councillors of what has transpired thus far, i.e. Project Approval, Design Services, Design Concept and Milestones for the New City Hall. The

PowerPoint Presentation, the Project Charter, and Council Resolutions 249/2014, M295-2014, CR162/2014 and CR 22/2014 are attached as Appendix "A".

F. Isabelle Tunks reports the office design of the New City Hall will be open concept with cubicles not delineated by dividing walls.

In response to a question asked by Councillor Sleiman regarding if there will be tenants in the New City Hall, H. Reidel responds there will be no tenants.

Moved by Councillor Gignac, seconded by Councillor Payne,
That the PowerPoint presentation provided by the Senior Manager of Development, Projects & ROW apprising the new Councillors of past and present activity as it relates to the New City Hall Project **BE RECEIVED**.
Carried.

7. BUSINESS ITEMS

7.5 Underground Parking

The Chair requests Administration provide a report outlining a business case for underground parking for the New City Hall versus aboveground parking garage on City lot 11. He notes the underground parking would consist of 160 spaces as opposed to the 300 parking spaces slated for the parking garage.

In response to a question asked by Councillor Gignac regarding if the addition of underground parking would impact the design build, the Chair responds affirmatively. The Chair estimates a redesign will cost approximately \$300,000 and indicates the cost for underground parking will be \$400,000 to \$500,000 less than the cost to construct a parking garage.

M. Sonogo states he will provide an update relating to the current number of parking spaces available at the Pelissier Street Parking Garage.

Moved by Councillor Sleiman, seconded by Councillor Holt,
That Administration **BE REQUESTED** to provide a report outlining a business case and feasibility of constructing an underground parking structure versus an above ground parking garage for the New City Hall.
Carried.

The Chair leaves the meeting at 10:05 o'clock a.m. and Councillor Sleiman assumes the Chair.

7.1 Project Update

W. Al-Yassiri advises to date, the following Consultant(s) have been retained with work underway:

- Environmental and Soil consultant: Golder & Associates
- Design Consultants: Moriyama & Teshima and Architecttura Architects
- Cost Consultant: A. W. Hooker
- Archaeological Consultant: Amec Foster Wheeler

In response to a question asked by Councillor Sleiman regarding why a cost consultant was retained, W. Al-Yassiri responds the cost consultant was retained as an “add-on layer” to ensure the Council approved budget is on target. H. Reidel states the New City Hall is a stipulated price build as opposed to a design build.

Councillor Gignac questions if any “surprises” will occur on the site of the new build. S. Askin Hager retorts the building has been designed with the current knowledge of what is located below ground on the new site. M. Sonego indicates there is a contingency fund to cover any issues not anticipated.

H. Reidel reports the current City Hall was constructed in the 1950’s and changes in the design of the new build will address the number of private offices (less in the new build) and also the wasted space noted in the very wide hallways.

H. Reidel advises there will be ten offices available for the City Councillors. Councillor Payne indicates ten offices are not necessary and suggests the use of moveable walls.

The Chair returns to the meeting at 10:28 o’clock a.m.

Councillor Gignac notes the floor plan consists of 107,000 square feet. W. Al-Yassiri reports the floor plan will need to be reduced to 7,000 square feet in order to meet the approved budget. He states a report will be forthcoming to the Steering Committee that will identify various options that will address the reduction of the floor plan.

Moved by Councillor Sleiman, seconded by Councillor Holt,
That the report of the Project Administrator dated February 23, 2015 entitled “New City Hall – Project Update, February 2015” **BE RECEIVED.**
Carried.

7.2 Financial Summary Update

D. Soave states on January 21, 2014 (CR22/2014), Council approved a Total Gross Project Budget (prior to Corporate Recoveries) of \$34,750,000. As of February 23, 2015, the project has incurred expenditures of \$282,150 primarily related to the architectural design and project management costs recovered from the project.

Moved by Councillor Gignac, seconded by Councillor Sleiman,
That the report of the Manager of Operating Budget Development & Financial Administration dated February 23, 2015 entitled "New City Hall Financial Summary Update" **BE RECEIVED.**
Carried.

7.3 Report – New City Hall Final Floor Plans and Facade Rendering

The report of the Project Administrator dated February 24, 2015 entitled "New City Hall – Final Floor Plans and Facade Rendering" is distributed and *attached* as Appendix "B". W. Al-Yassiri advises the design concept is to provide a facility that is geared to a One-Stop customer service initiative. The first and second floors are designed to provide services for short and longer term customer needs. The short term services (various licences, customer care type services) are provided on the ground floor. Long term services (right-of-way, Planning and Building Permits) are provided on the second floor. Council Chambers and various public meeting rooms are located on the ground floor for ease of public access. The third through fifth floors provide administrative offices for various departments.

Councillor Payne expresses concern with the lack of "wrap-around" tiered public seating in the Council Chambers. H. Reidel responds there are accessibility issues with "wrap-around" seating.

Councillor Payne requests a drawing illustrating a cross section of the Council Chambers as he has concerns with the glass railing. T. Hunt reports whenever there is an elevation of 20 inches, a railing is required as a safety measure.

In response to a question asked by Councillor Gignac regarding if it would be feasible to reinforce the structure at this time to allow for the addition of another floor in the future, M. Sonego responds it would be cost prohibitive to add another floor in the future.

The Chair questions if the "white" columns identified in the rendering could be clad in a material more appealing architecturally. H. Reidel states a recladding or covering with a material will be brought back in the redesign.

Moved by Councillor Gignac, seconded by Councillor Sleiman,
That Administration **BE REQUESTED** to bring back a report relating to cost implications and future growth of the New City Hall.
Carried.

7.4 Report – Green Energy Features

Moved by Councillor Holt, seconded by Councillor Sleiman,

That the report of the Project Administrator dated February 20, 2015 entitled "New City Hall – Green Energy Features" **BE DEFERRED**.

Carried.

8. NEW CITY HALL PROJECT EXECUTIVE COMMITTEE MINUTES

Moved by Councillor Gignac, seconded by Councillor Payne,

That the New City Hall Project Executive Committee minutes for the meetings held July 17, 2014, July 29, 2014, August 19, 2014, September 16, 2014, October 21, 2014, November 18, 2014, December 4, 2014 and January 13, 2015 **BE RECEIVED** for information.

Carried.

9. OTHER BUSINESS

None.

10. DATE OF NEXT MEETING

At the call of the Chair.

11. ADJOURNMENT

There being no further business, the meeting is adjourned at 11:25 o'clock a.m.

CHAIR

COMMITTEE COORDINATOR

AGENDA
of the
NEW CITY HALL PROJECT STEERING COMMITTEE
Tuesday March 3, 2015
9:30 o'clock a.m.
Room 407, 400 City Hall Square East

1. **CALL TO ORDER**
2. **DECLARATIONS OF CONFLICT**
3. **ELECTION OF CHAIRPERSON**
4. **BUSINESS ITEMS**
 - 4.1 **Project Update**
The report of the Project Manager dated February 23, 2015 entitled "New City Hall – Project Update February 2015" – *(attached)*
 - 4.2 **Financial Summary Update**
Report dated February 23, 2015 entitled "New City Hall Financial Summary Update" – *(attached)*
 - 4.3 **Report - New City Hall Final Floor Plans and Facade Rendering**
Report dated February 20, 2015 entitled "New City Hall Final Floor Plans and Facade Rendering" – *(to be e-mailed)*
 - 4.4 **Report – Green Energy Features**
Report dated February 20, 2015 entitled "New City Hall Green Energy Features" – *(attached)*
5. **NEW CITY HALL PROJECT EXECUTIVE COMMITTEE MINUTES**
Minutes of the New City Hall Project Executive Committee – *(attached)*
Meeting date -
 - June 17, 2014
 - July 29, 2014
 - August 19, 2014
 - September 16, 2014
 - October 21, 2014
 - November 18, 2014
 - December 4, 2014
 - January 13, 2015
6. **OTHER BUSINESS**
7. **DATE OF NEXT MEETING**
8. **ADJOURNMENT**

THE NEW...

WINDSOR CITY HALL

BACKGROUND

PROJECT HISTORY

- Memo to City Administrator (September 3, 1985);
- City Hall Facility Condition Assessment and Municipal Space Need Study (February 6, 2006);
- Building Condition Assessment – 350 City Hall Square West (February 8, 2010);
- 350 CHS – Conditions Report Update and Options (June 18, 2012);

BACKGROUND

PROJECT APPROVAL

On January 27th, 2014 City Council approved CR22/2014;

- Administration was directed to proceed with the construction of a new City Hall to accommodate CITY NEEDS using a DESIGN, BID and then BUILD process;
- CITY NEEDS were confirmed as *The City Hall Occupancy Program* completed by NORR Limited on April 11, 2013;
- \$34.75 million is the overall budget;

BACKGROUND

DESIGN SERVICES

On April 25, 2014, an RFP 50-14 was issued for architectural services to design the New City Hall.

On June 9, 2014 Council was advised that the successful proponent for the design team was;

➤ Moriヤマ & Teshima Architects and Architectura Inc.

BACKGROUND

PARKING

On June 30, 2014 City Council approved CR162/2014;

➤ This report was comprehensive review of parking in the downtown as a result of various downtown developments;

➤ As a result, Council approved the construction of a Multi-storey parking facility (+/-300 spaces) on existing Lot #11;

➤ \$7.2 million is the overall project budget;

➤ Administration is pursuing negotiations with possible tenant(s) and will report back with a business case.

BACKGROUND

DESIGN CONCEPT

A Public Open House was held on September 16, 2014, for public input on two design concepts.

On October 6, 2014 City Council approved CR249/2014;



Campus
Concept

BACKGROUND

GREEN ENERGY

- Council received a list of environmental features from the Windsor-Essex County Environment Committee to be considered;
- A Public Open House was held on December 10, 2014, for public input on green energy features;
- The Design Team has produced a list of recommended green features to be included in Base Bid and some provisional items. (topic of today's report)

MILESTONES

Milestones	Target Dates	Completion Date
1. Council Approved Process	January 27, 2014	January 27, 2014
2. Award Design Team	March – May 2014	June 9, 2014
3. Award Cost Consultant	Aug. 2014	Sep. 2014
4. Design Development Phase		
i. Produce (3) different renderings	June 16 – August 11, 2014	Sep. 2014
ii. Council approved Design Concept	Sep. 8, 2014	Oct. 6, 2014
5. Construction Document Phase		
i. Complete design/tender documents	Sep. 2014 – Aug. 2015	Ongoing
ii. Council approves design rendering/features	Feb. - March 2015	Proposed April

MILESTONES

Milestones	Target Dates	Completion Date
6. Prequalify construction bidders	June 2015	
7. Issue tender documents	Sep. – Oct. 2015	
8. Award Tender (if within budget)	Oct. 2015	
9. Construction Phase	Nov. 2015 – Dec. 2017	
10. Furniture & Fit-up	Jan. – March 2018	
11. Occupancy	April 2018	
12. Decommission and Demolition of old City Hall building	May – Dec. 2018	

PROJECT CHARTER



- Approved by Council (CR22/2014),
- Outlines project scope, timelines and responsibilities,

Copies provided for reference



NEW CITY HALL

Project Charter

MARCH 2014
Updated July 2014

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1. INTRODUCTION

1.1 INTRODUCTION

This document defines the scope and establishes the framework and overall approach for the New City Hall project. The Charter includes an overview of project goals, objectives and anticipated project risks, establishes the rationale for the project, and provides an assessment of risk. This document also provides an overview of the implementation strategy and deliverables, describes the project team structure, outlines roles and responsibilities, and defines the project environment.

The contents of this document must be reviewed and signed by the Project Executive Committee and Project Manager to ensure all parties have a clear understanding of the goals of the implementation. The Charter allows all project participants to work towards a common goal and clarify expectations while becoming the standard against which changes to project scope and duration are identified and evaluated.

1.2 HIGH LEVEL OBJECTIVE

The high level objective of this project is to construct a modern, efficient and functional facility that will accommodate current and future needs of the Corporation to be able to provide the various public services.

1.3 HIGH LEVEL SCOPE

This Project Charter has been developed to outline project scope, guiding principles, and an integrated view of project management best practices.

The City Hall Occupancy Program completed by NORR Limited on April 11, 2013 (subsequently updated March 2014) will be used as the planning basis for the space allocation in the New City Hall facility. The Program provides for standardized space allocations using the latest concepts in the industry for efficiency and flexibility for many years to come. The results are summarized below.

Size Needs:

The base building required to accommodate staff and services currently offered at the 350 building, with other areas deemed to provide operational and customer service efficiencies (currently located in 400 CHS) and including a Council Chambers with a seating capacity for approximately 170 people, is approximately 110,000 square feet.

No swing space has been included however, provisions will be incorporated into the procurement process to obtain a per square foot cost to add additional space should the budget allow for it.

Minimum Spatial Standards:

The new building will be designed to address such issues as accessibility that are required under Accessibility for Ontarians with Disabilities Act (AODA) and the City of Windsor Facility Accessibility Design Standards (FADS). The fundamental purpose of AODA is to make Ontario fully accessible for persons with disabilities by 2025. Administration

recognizes that this facility is proposed to be constructed within this timeline and as such have included provisions within the proposed spatial allocation to address these requirements.

Minimum Construction Standards

In accordance with the Official Plan (Policy 8.5.2.8 – Energy Conservation) and the Environmental Master Plan, Administration will include provisions for a building certification standard equivalent to BOMA BEST Level 1, LEED Silver or equivalent as a provisional item in the tender.

Building Design and Organization Concept

The intent of the project is to construct an efficient, practical, functional, customer service oriented facility without incurring the cost of an iconic building. The layout of the building will be designed to benefit the public and stakeholders for ease of use and customer service. A main floor single, one stop shopping counter will enhance public service (i.e. most permits, inquiries and licences will be available for application and pickup in this area). This one stop shopping concept will provide various efficiencies between departments.

Appendix A illustrates the key project milestones governed by this Project Charter.

1.4 BUDGET / FINANCIALS

Summary	Estimate
Construction	\$ 19,451,250
Design/Permit/Adm	\$ 2,519,750
Furniture & Fit up	\$ 5,345,000
Parking (reinstate public parking)	\$ 420,000
Interim Financing	\$ 714,343
Moving Costs	\$ 157,500
Other Miscellaneous	\$ 550,000
Demolition	\$ 2,649,500
Contingency	\$ 2,942,658
ESTIMATED PROJECT COST	\$ 34,750,000
LESS PROJECT RECOVERIES	
Less: Corporate Recoveries	\$ (272,000)
NET CITY COST	\$ 34,478,000

*Corporate Recoveries of \$272,000 are estimated costs of building permits of \$147,000 and a \$125,000 reduction in salary costs in other corporate areas.

A. Construction

The construction cost is an estimate and will not be confirmed until the successful proponent is identified.

B. Design/Permit/Administration

This line item comprises the cost related to internal and external resources including project management, consulting services, advertizing, permits and geotechnical reports. These include cost in developing the RFP, including technical design consultant, cost and compliance consulting services to ensure that the delivered product is consistent with the City's requirements.

C. Furniture & Fit-up Equipment

This line item includes City space fit-up (flooring, partitions, HVAC & Electrical, information technology requirements such as cabling, computers, cameras and phone) as well as furniture and equipment for City staff to be located within the facility.

D. Parking

This line item is the estimate cost to relocate public parking to be located adjacent to the old 350 building once demolition has occurred.

Subsequent to the approval of the overall New City Hall project budget, Council approved (on June 30, 2014) \$7.2 million in addition to the \$420,000 earmarked for surface parking, to fund the construction of a new 300 spaces parking structure on the Municipal Parking Lot 11. This new project will be reported out separately once a final decision is made on whether additional capacity is included within the new parking structure for external tenants.

E. Interim financing

This line item is the estimated interim financing costs.

F. Moving Costs

This line item is the estimated cost to move the staff into the new facility.

G. Other Miscellaneous

This line item includes external legal cost, public art, communications and event costs.

H. Demolition

This line item is the estimated cost for the decommissioning and demolition of the existing 350 CHS facility.

I. Contingency

This item is the overall contingency of approximately 7% of the estimate for the design, construction and fit-ups required to address any unforeseen

expenditures that are likely to arise from a project of this size. Use of these funds will be guided by the procedures within this project charter.

1.5 RULES FOR SPENDING

This project has an overall contingency for which the following rules will be strictly adhered to.

- City Council will approve all additional funding requirements with respect to total project budget.
- The Steering Committee can approve changes to 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 \$150,000 and/or above the cumulative limit of the Executive Committee.
- The Executive Committee can approve changes to budget allocations up to \$150,000 per budget line including the approval of overall contingency funds up to \$150,000 for individual items to a maximum total use of up to 50% of the overall contingency.
- When timelines dictate that a decision needs to be made on site, the Project Manager in consultation with the Project Sponsor can approve change orders or instruction to contractors within the overall contingency up to \$150,000 to a maximum total use of up to 50% of the overall contingency and report back to the Executive Committee.

2. GOALS/BENEFITS, CRITICAL SUCCESS FACTORS AND RISKS

2.1 GOALS/BENEFITS

At the completion of this project, the Corporation of the City of Windsor (CCW) will have a new community asset, a New City Hall. The facility will feature:

- Enhanced customer service
- New council chambers to accommodate 170 seating
- Reduced operating costs per square foot of facility
- Improve City Center image
- Improve staff efficiencies

This project will be considered successful by the degree to which the CCW's conditions of success are met. It should be noted and understood that these conditions rely on the assumption that sufficient resources and funding are assigned both corporately and externally.

Once a project has been migrated into production there are always changes needed in an operational environment. These changes unless formally approved in the project through the change of scope process, they are not deliverables of the project but rather support initiatives and changes for the appropriate operational areas to complete.

To ensure the project meets its objectives, below is a chart detailing each objective and measurable criteria, which will be used to determine if the objective has been met by the project. These objectives are to be considered the means by which the project's success will be evaluated, and therefore must be measurable.

	Objective	Measurement
1	Construct the New City Hall adhering to timelines, quality and budget	<ul style="list-style-type: none"> • The design in accordance with the contract documents • Regular monitoring of budget and timeline to completion • Mitigation or funding of budget variances approved
2	Project communications and public relations	<ul style="list-style-type: none"> • Meetings held at key stages of decision making throughout the project as called by the chair of the Executive Committee • Milestone updates to media as to project progression
3	Project documentation and accounting	<ul style="list-style-type: none"> • Provide monthly account analysis to Project Sponsor • Variance identified and mitigating actions approved • Meeting the requirements of the Project Management Methodology Policy

2.2 CRITICAL SUCCESS FACTORS

Critical Success Factor	Plan to Achieve
Adherence to project budget	Ongoing monitoring of budget to actual amounts spent reported to the Executive and Steering Committees. Action taken when needed if forecasted amounts indicate problems. Resources available and the ability to draw on interdepartmental resources as needed.
Adherence to project timeline	Regular project health checks to evaluate work completed to date. Notification of any possible delays to Executive and Steering Committees on a timely basis.
Timely resolution of issues	Procedure for issue resolution and scope change defined in the Charter.
Project support from community and stakeholders	Issue regular media updates as project progresses and evaluate feedback received. Ongoing meetings and discussions with stakeholder groups.

Accessibility of Complex	Identify accessibility needs and build them into project plans. Consult with WAAC and other groups for input and follow up.
Functionality of Complex	Identify the various goals for each component and consult with the stakeholders affected for input and expectations. Use comparison facilities for research purposes and to gain knowledge.

2.3 OUT OF SCOPE

The following items have been identified as out-of-scope for the New City Hall project:

- Expansion or linking of current City Centre Esplanade.
- Additional parking needs
- External Tenants
- No space has been included for the potential additional Social Services responsibilities downloaded in the near future.
- No swing space has been included however for future requirements however, provisions will be incorporated into the procurement process to obtain a per square foot cost for the option to add additional space.

As this is a construction project, activities/duties pertaining to operations are generally out-of-scope, except as pertaining to construction.

2.4 RISKS

Risks are inherent in any project. Building a large facility such as the one being proposed inherently carries a degree of risk. Administration has undertaken prudent measures where applicable in order to reduce the noted risks. A listing of the main risks as well as the mitigating measures can be found in **Appendix B**.

2.5 PROJECT ORGANIZATION STRUCTURE

Roles and responsibilities in a project clarify decision-making responsibilities, sources of authority, communication to appropriate individuals, accountability for project deliverables and objectives, as well as commitment to the project.

The project organization for the New City Hall project is composed of teams, each operating in specialty areas. It is expected that all team members will be identified and available for the duration of the project. All team members are involved for the duration of the project in a part-time or as needed capacity. It is imperative that each individual is available to the project as required to ensure the project's success. Any necessary replacement of individual team members is to be done promptly.

Appendix C provides a pictorial view of the project's organizational structure and includes all levels of participation from CCW.

The reporting relationship will be as follows;

- The Steering Committee reports directly to City Council.
- The Executive Committee reports directly to the Steering Committee.
- The Working Committee in consultation with the Project Manager reports directly to the Executive Committee.

Role	Responsibility
Steering Committee	<ul style="list-style-type: none"> • Receive and approve quarterly project progress/budget reports • Review and recommend changes to City Council, if needed, in respect of the total project budget • Address any issue that has major implications to the success of the project • Ensure all City by-laws including the Purchasing By-Law are adhered to • Approve a comprehensive public relations/communications plan
Arbitrator	<ul style="list-style-type: none"> • Settle disputes and act as final arbitrator should the Executive Committee not reach a resolution • Approve of reports, at his/her discretion, to Steering Committee and City Council (largely for significant reports where policy or budget changes are being contemplated) • Provide guidance to Project Sponsor
Project Sponsor	<p>The Project Sponsor oversees the business management and project management issues that arise outside the formal business of the Steering Committee. The Sponsor also provides support and ensures that the necessary resources both financial and human are available to the project. Specific responsibilities include:</p> <ul style="list-style-type: none"> • Call and chair executive committee meetings • Demonstrate corporation's overall commitment to the project • Secure project funding/ financing • Remove major barriers to progress • Approve all reports to Steering Committee and City Council • Review on an ongoing basis the project account analysis prepared by project accountant • Ensure quarterly reports on progress and budget are reported out to the Steering Committee and to Council
Executive Committee	<ul style="list-style-type: none"> • Receive and approve monthly project progress/budget reports • Review, approve and oversee implementation of detailed work plan for project

	<ul style="list-style-type: none"> • Ensure project direction is consistent with departmental and end uses' needs • Review and resolve business issues • Recommend changes to budget allocation (within overall approved budget) over \$150,000 to the Steering Committee for approval • Approve design/fit up decisions based on recommendations of the project manager and the specialized consultant. • Through support staff, maintain minutes of all meetings, general records and other resources
Project Manager	<p>The Project Manager is responsible for organizing the project into one or more sub-projects, managing the day-to-day aspects of the project, developing the detailed work plan, responding to media requests for information, resolving planning and implementation issues, and monitoring progress and budget. Specific responsibilities include:</p> <ul style="list-style-type: none"> • Prepare monthly project progress reports for the Executive Committee • Prepare quarterly reports for the Steering Committee and Council • Call and chair working team meetings • Present detailed work plan/ timeline for all elements of the project to the Executive Committee for approval • Responsibility for the overall execution of the project and co-ordination of all activities • Ensure all project components are in compliance with the City of Windsor's Purchasing By-law • Coordinate work on legal agreements • Plan each phase to ensure project team members work effectively • Monitor progress to ensure successful completion of each phase and milestone • Identify and manage project risks, scope and escalate to the Executive Committee as required • Ensure proper communication with project team and external communications • Establish relationship with vendors and co-ordinate • Approval of progress draws for payment release • Approval of all project invoices
Project Accountant	<ul style="list-style-type: none"> • Provide fiscal responsibility for the project including tracking project expenditures • Provide monthly account analysis to Project Sponsor • Prepare monthly reports on budget for the Executive Committee and quarterly to the Steering Committee

	<ul style="list-style-type: none"> and Council • Review account allocations for appropriateness • Review invoices for appropriate approvals • Track holdbacks
Project Legal Resource	<ul style="list-style-type: none"> • Track all contracts ensuring appropriate adherence to contractual commitments
Project Purchasing/Risk Resource	<ul style="list-style-type: none"> • Provide immediate advice on purchasing by-law requirements • Manage insurance certification (Builders Risk/WSIB etc) • Ensure appropriate adherence to the Purchasing By-law
Project Communication	<ul style="list-style-type: none"> • Communication Plan • Event planning • Media releases • General communication
Facilities Resource	<ul style="list-style-type: none"> • Provide technical review of drawings related to functionality of the building • Provide input on the building requirements and compliance during the design process. • Provide support and guidance regarding standard specifications for the fit up requirements

2.6 SCOPE CHANGE

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

Changes to overall project budget	City Council	All requests for increases to the project budget will be brought before City Council.
Draws from Overall Project Contingency	Steering Committee	Once the Contingency budget is 50% spent, the Steering Committee will approve all items to a maximum cumulative limit of the Contingency budget.
	Executive Committee	The Executive Committee can approve contingency funds up to \$150,000 for individual items to a maximum total use of 50% of the project Contingency.
	Project Sponsor / Project Manager	When timelines dictate that a decision needs to be made on site, the Project Sponsor / Project Manager can approve contingency funds up to \$150,000 for individual items to a maximum of 50% of the project Contingency. All items will be reports to the Executive Committee for information.
Changes within the budget allocation greater than \$150,000	Steering Committee	All requests for budget changes valued greater than \$150,000 will be approved by the Steering Committee.
Changes within the budget allocation less than \$150,000	Executive Committee	All requests for budget changes valued less than \$150,000 will be approved by the Executive Committee.
Request for change in scope	Executive Committee	All change requests will be brought before the Executive Committee for deliberation or referral to the Steering Committee.

2.7 ASSUMPTIONS AND CONSTRAINTS

2.7.1 Assumptions

These are statements that are used as a fundamental basis for conducting the project.

The following assumptions are deemed to be factual during the project:

- Sufficient funds are budgeted and will be approved to cover objectives of the project;
- Those involved in decision-making and issue resolution on the project will do so in a timely manner to prevent delays in project progression;

- Decisions and recommendations made during the project will be based on information available at the time and are subject to modification during the project;
- Competent staff with required expertise are available or can be hired;
- Purchases and contracts will be executed in compliance with the Purchasing By-law;
- Project initiatives are fully supported by the Corporate Leadership Team of the City of Windsor;
- The Corporation will accept potential managed disruptions in normal business activity during the life of this project.

2.7.2 Constraints

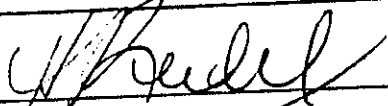

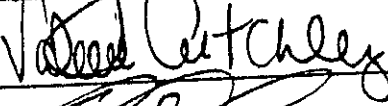



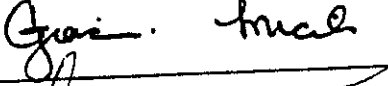
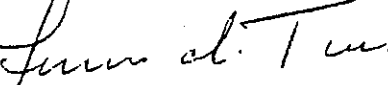
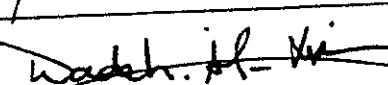
Listed below are known constraints of the project:

- Weather can be unpredictable, and it must be noted that any inclement weather could affect the progression of the project timeline.
- Constrained construction site
- Maintaining access around site
- Limited parking around the site

3. PROJECT CHARTER SIGN-OFF SHEET

This document contains the project Charter of the New City Hall Square Building Project.

I am in agreement with the contents of the New City Hall - Project Charter dated; July 2014.

Position	Signature	Date
Chief Administrative Officer (Arbitrator)		8/27/14.
City Engineer (Sponsor)		July 28/2014
City Clerk (Co-Sponsor)		Aug 25/14
City Treasurer		July 29/14
City Solicitor		19 AUG. 2014
Executive Director of Information Technology		Jul 31/14
Executive Director of Parks & Facilities		July 29/14
Senior Manager of Development & Geomatics		July 24, 2014
Project Manager		July 25, 2014

4. APPENDICES

Appendix A – PROJECT MILESTONES

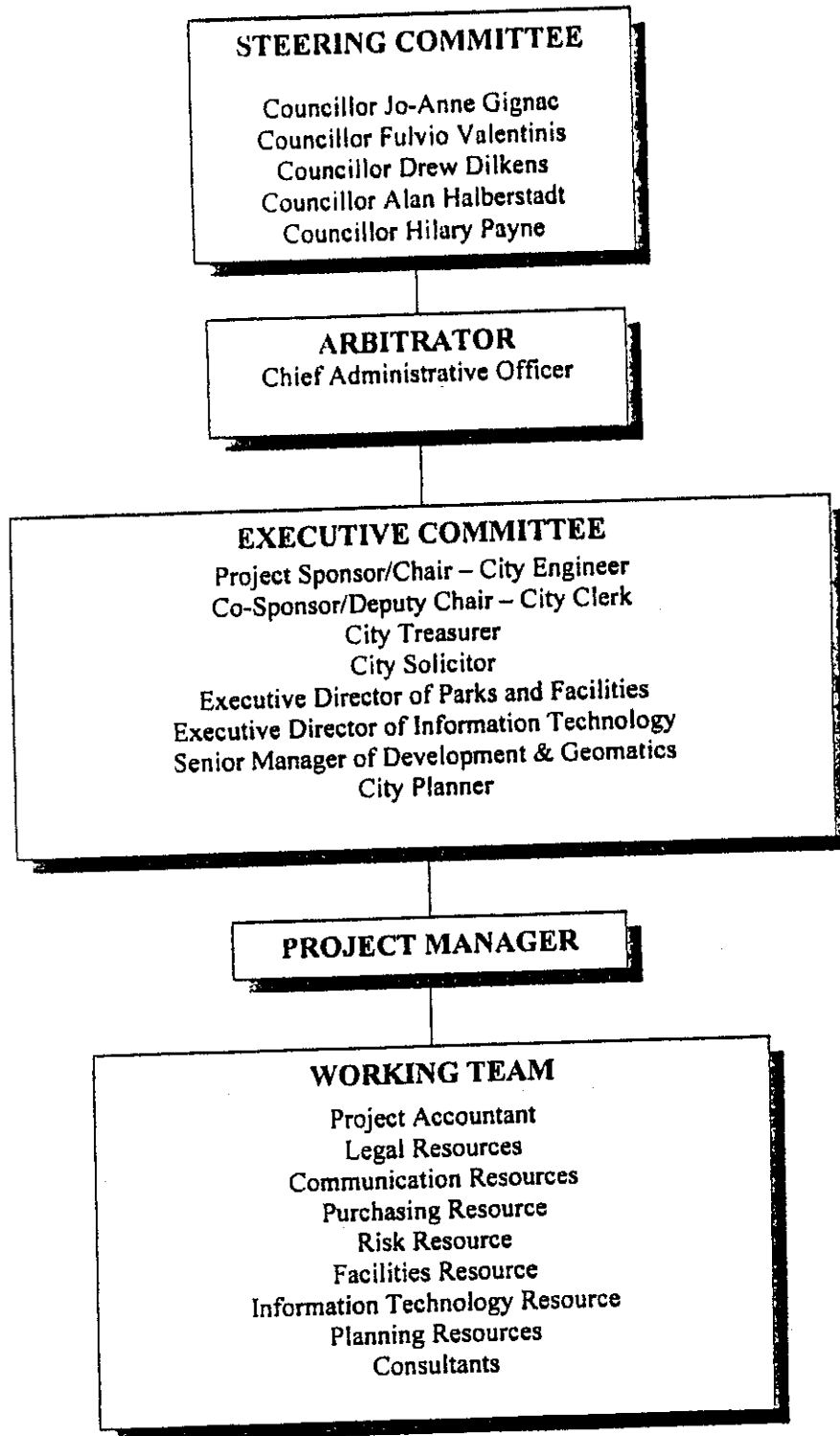
Milestones	Target Dates
1. Council Approved Process	January 27, 2014
2. Prepare, issue and award Design Team RFP (full design services)	March – May 2014
3. Prepare, issue and award independent Cost Consultant RFP	August 2014
4. Design Development Phase	
i. Produce (3) different renderings	June 16 – August 11, 2014
ii. Council approves preliminary design rendering	End of August 2014
5. Construction Document Phase	
i. Complete full design/tender documents	Sep. 2014 – Aug. 2015
ii. Council approves design rendering/features	Feb. 2015
6. Prequalify construction bidders	June 2015
7. Issue tender documents	Sep. – Oct. 2015
8. Award Tender (if within budget)	Oct. 2015
9. Construction Phase	Nov. 2015 – Dec. 2017
10. Furniture & Fit-up	Jan. – March 2018
11. Occupancy	April 2018
12. Decommission and Demolition of old City Hall building	May – Dec. 2018

Appendix B - RISK MATRIX

RISK CATEGORY	SPECIFIC RISK	RISK LEVEL	MITIGATION
Timelines Risk	<ul style="list-style-type: none"> • Unexpected delays could push project completion beyond the remaining operating life of the current facility 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Dedication of experienced resources to this project • External resources (subject to budget constraints) can also help mitigate this risk • Prequalification of contractors will be completed to ensure qualified and experienced bidders • Preparation of an Emergency Contingency Plan in the event the current facility breaks down prior to completion of the new facility
Capital Cost Risks	<ul style="list-style-type: none"> • Interest rate fluctuations and availability of internal cash flows can result in significant swings in the interest component of the capital cost of the project • The costs not covered by the fixed price contract could be higher than budgeted 	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • An overall project contingency is included in the projected costs in order to mitigate some of these noted capital cost risks. Internal borrowing, at the City's investment rate, will be undertaken to the extent possible in order to minimize interest costs • Through hiring a separate cost consultant during the design process and identifying the construction budget up front. This will mitigate fixed price over-runs • The inclusion of a 7% contingency as well as including provisional

			features within the tender will assist in mitigating any over-runs prior to award
Resource Risks	<ul style="list-style-type: none"> • This is a large project that needs to be built in short order. Therefore, allocation of sufficient internal and external resources is critical to its successful completion. • There are numerous other high profile and time consuming initiatives currently underway that are competing for administrative resources 	<ul style="list-style-type: none"> • Low to Medium 	<ul style="list-style-type: none"> • Mitigation of these risks is planned to be on the basis of allocating sufficient dedicated and experienced internal as well as external resources to this project. • The Project Governance structure includes a Steering Committee of Councillors ensuring that as resource allocation risks arise, Council has the opportunity to reallocate resources from other projects or efforts to ensure appropriate resourcing to this project.

Appendix C - PROJECT STRUCTURE



STEERING COMMITTEE

Jo-Anne Gignac – Councillor/Chair
Fulvio Valentinis - Councillor
Drew Dilkens - Councillor
Alan Halberstadt - Councillor
Hilary Payne - Councillor

ARBITRATOR

Helga Reidel - Chief Administrative Officer

EXECUTIVE COMMITTEE

Mario Sonogo - Project Sponsor/Chair – City Engineer
Valerie Critchley - Co-Sponsor/Deputy Chair – City Clerk
Onorio Colucci - City Treasurer
Shelby Askin Hager - City Solicitor
John Miceli - Executive Director of Parks and Facilities
Harry Turnbull - Executive Director of Information Technology
France Isabelle-Tunks - Senior Manager of Development & Geomatics
Thom Hunt - City Planner

PROJECT MANAGER

Wadah Al-Yassiri - Project Administrator

WORKING TEAM

Dave Soave - Project Accountant
Cheryl Glassford - Legal Resources
Jill Braido - Communication Resources
Alex Vucinic - Purchasing Resources
Dana Paladino - Risk Resource
Tom Graziano - Facilities Resource
Earl Larking, (Norm Synnott as backup) - Information Technology Resource
Neil Robertson - Planning Resources
MORIYAMA & TESHIMA ARCHITECTS / ARCHITECTURA Inc. - Consultants

CR249/2014

That the report of the City Engineer dated September 23, 2014 entitled "New City Hall Facility – Design Concept Options – Voting results" **BE RECEIVED**, and further, that Council **APPROVE** the **Campus Design Concept** for the New City Hall Facility.

Carried.

Councillor Halberstadt voting nay.

Report Number 17388 APM/9120 1

Internal Distribution

Public Works [Wadah Al-Yassiri]

City Engineer

Senior Manager, Development & Geomatics, France Isabelle-Tunks

Chief Financial Officer and City Treasurer

City Clerk/Licence Commissioner

External Distribution

Moriyama & Teshima Architects	dnash@mtarch.com
Architecttura Inc.	dan@architecttura-inc.com
Bert Harris	bert@builditbetter.biz
Klaus Dohring	kdohring@greensunrising.com
David Hanna	ghan96@hotmail.com

Jones

Kusmierczyk



THE CITY OF WINDSOR

COUNCIL SERVICES/CITY CLERK
CITY HALL
WINDSOR, ONTARIO
N9A 6S1

Phone: (519)255-6211

Fax: (519)255-6868

E-mail: clerks@city.windsor.on.ca

WEBSITE: www.citywindsor.ca

NOTICE OF COUNCIL DECISION

Windsor City Council adopted the following resolution at its meeting held July 7, 2014

Moved by Councillor Jones, seconded by Councillor Gignac,
M295-2014 That Report No. 343 of the Windsor Heritage Committee of its meeting held June 11, 2014 regarding "Request for Demolition of Heritage-Listed Property City Hall, 350 City Hall Square West" **BE APPROVED** and further, that Request for Demolition of Heritage Listed Property City Hall, 350 City Hall Square West **BE GRANTED**.

Carried.

Councillor Payne discloses an interest and abstains from voting on this matter.

Report Number 17231 MB2014

Anna Ciacelli

Supervisor of Council Services (A)

July 21, 2014

/jr

Windsor Heritage Committee

SCHEDULE "A" TO COUNCIL MINUTES**June 30, 2014**

CR162/2014

- I. That Council **APPROVE** a new capital project to construct a Multi-storey (+/-300 spaces) parking facility on Lot #11 for parking at an estimated cost of \$7.2 million, to **BE FUNDED** from the \$8 million remaining balance of the original funds earmarked for a potential tenant within the New City Hall facility; and
- II. That Administration **BE AUTHORIZED** to pursue negotiations with possible tenant(s) for parking within City owned facilities including the possible option to expand the proposed new parking facility in I (above), and that Administration report back with a business case based on the results of negotiations; and
- III. That the proposed Civic Square Campus Conceptual Site Plan (Schedule "A") **BE ADOPTED IN PRINCIPLE** for the purposes of providing a definable direction for the ongoing development of the Civic Square Campus; and
- IV. That the 20 metre (66 feet) wide right-of-way, known as City Hall Square East, between City Hall Square South and University Avenue, shown on Drawing No. CC-1656 attached hereto as Schedule "E", **BE CLOSED** for municipal purposes at the appropriate time as determined by the Project Steering Committee; and at which time that:
 - a. The City Planner **BE REQUESTED** to supply the appropriate legal description, in accordance with Drawing No. CC-1656, attached hereto as Schedule "E";
 - b. The City Planner, or designate, **BE AUTHORIZED** to publish the required legal notice;
 - c. That the City Solicitor **BE REQUESTED** to prepare the necessary by-laws; That the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign all necessary documents, satisfactory in form and content to the City Solicitor, or designate; and that the transaction **BE COMPLETED** electronically pursuant to bylaw 366-2003; and,
- V. That Council **APPROVE** \$800,000 for the proposed closure of City Hall Square East and improvements/linkage of the Civic Square Corridor to the New City Hall facility as part of the New City Hall Project (ID#7115001), to **BE FUNDED** from the \$8 million remaining balance of the original funds earmarked for a potential tenant within the New City Hall facility; and,
- VI. That administration **BE AUTHORIZED** to enter into discussions and/or negotiations with the Province of Ontario- Tourism Bureau officials regarding the matters pertaining to parking and/or their interest in any potential partnerships with respect this project; and,
- VII. That administration **BE DIRECTED** as part of an overall communication plan to consult with officials of All Saints Church and St. Alphonsus Church to determine and minimize impacts on their membership and programs.

Carried.

At the request of Councillor Gignac a **recorded vote** is taken:**RESULTS OF RECORDED VOTE:**

In Favour Councillors Gignac, Dilkens, Jones, Maghnieh, Sleiman, Payne, Valentinis and Mayor Francis

Opposed Councillors Halberstadt, Kusmierczyk and Marra

SCHEDULE "A" TO COUNCIL MINUTES**June 30, 2014**

Abstain None

Absent None

Report Number 17168 APM/9120 3

Appendices

Drawing

Internal Distribution

Public Works [Wadah Al-Yassiri]

Planning [Neil Robertson]

City Planner

City Engineer

Senior Manager of Development & Geomatics, France Isabelle-Tunks

Chief Financial Officer and City Treasurer

City Solicitor

External Distribution

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Ryan Albright, Sport Alliance Ontario	3 Concorde Gate, North York, ON M3C 3K7	ralbright@sportallianceontario.com
All Saints Church Kim Van Allen, Rector		rectory@allsaintswindsor.ca vanallen.kim@gmail.com
St. Alphonsus Church Darlene Bechar		dbechar@dol.ca
David Hanna, Resident		dhan96@hotmail.com
Howard Weeks, Ward 4 Resident		howardweeks1@gmail.com

Gignac
Sleiman

COMMITTEE COORDINATOR

SCHEDULE "A" TO COUNCIL MINUTES	January 27, 2014
--	-------------------------

Payne
Jones

CR22/2014

- I. That City Council **DIRECT** Administration to proceed with the construction of a new City Hall to accommodate CITY NEEDS using a DESIGN, BID and then BUILD process with milestone reports to City Council and subject to receipt of design approval from City Council, that Administration **BE AUTHORIZED** to tender for the construction of the new City Hall;
- II. That Schedule A [*within original report*] -*Summary of The City Hall Occupancy Program* completed by NORR Limited on April 11, 2013 **BE CONFIRMED** as the planning basis for the CITY NEEDS in the new City Hall facility to be used in developing the purchasing specifications for the facility; and
- III. That \$34.75 million **BE CONFIRMED** as the overall budget for the construction of a new City Hall, funded from the following non-debt funding sources:
 - a. Previously approved placeholder of \$12 million (M95-2011) resulting from the ISF project surplus,
 - b. Previously approved Capital Project surplus funds totalling \$4.75 million approved in the 2013 Capital Budget Report, and
 - c. Previously approved \$18 million placeholder in the 2013 Capital Budget that will be funded from the 5 Year Capital Plan, and
- IV. That Administration **BE AUTHORIZED** to prepare and issue an RFP to retain a design team to complete a full design and prepare specifications for the construction tender of a new City Hall in compliance with the Purchasing Bylaw, and that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign an Agreement with the successful proponent, subject to approval in form to the City Solicitor, in financial content to the City Treasurer, and in technical content to the City Engineer; and
- V. That in accordance with the Official Plan (Policy 8.5.2.8 – Energy Conservation) and the Environmental Master Plan, Administration **BE AUTHORIZED** to include a provision for a building certification standard equivalent to BOMA BEST Level 1, LEED EB or equivalent as a provisional item in the construction tender; and
- VI. That the results of the tender process **BE REPORTED** to City Council and subject to the results of the tender falling within the approved budget, that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign an agreement with the successful party for the construction of a new City Hall facility satisfactory in form to the City Solicitor, in financial content to the City Treasurer, and in technical content to the City Engineer; and
- VII. That Administration **BE AUTHORIZED** to proceed with a process for the decommissioning and demolition of the existing City Hall building including consultations with the Heritage Committee, and at the appropriate time and subject to the cost falling within budget and that the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign an agreement to effect demolition satisfactory in technical content to the City Engineer, in form to the City Solicitor and in financial content to the City Treasurer; and
- VIII. That City Council **APPROVE** the proposed New City Hall Project Charter (*minus references to tenancies*) including the member structure of the various committees as outlined in the attached Schedule B [*within original report*] dated December 18, 2013; and,

**THE CORPORATION OF THE CITY OF WINDSOR
OFFICE OF THE CITY ENGINEER- Engineering**

**MISSION STATEMENT:**

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

Author's Name: Wadah Al-Yassiri	Report Date: February 24, 2015
Author's Phone: 519-255-6100 ext. 6494	Date to Steering Committee: March 3, 2015
Author's E-mail: walyassiri@city.windsor.on.ca	

To: Steering Committee – New City Hall project

Subject: New City Hall – Final Floor Plans and Facade Rendering

1. RECOMMENDATION: City Wide: _____ Ward(s): _____

- I. That the Steering Committee **APPROVE** the Final Floor Plans and Customer Service Counters Layout and Final Facade Rendering dated February 2015 (attached as Schedules A&B) for the New City Hall project.
- II. That the Steering Committee **DIRECT** administration to bring options for future growth within the new facility to City Council for decision.

EXECUTIVE SUMMARY: N/A

2. BACKGROUND:

The design team which includes various members of City administration has been working with Moriyama & Teshima Architects and Architecttura Inc. to develop the floor plans that meet the Council approved Space Needs Study completed in 2013.

3. DISCUSSION:

Moriyama & Teshima Architects and Architecttura Inc. ("Architects") have taken all the prerequisites (location, direction, size and height), added in energy efficient features and a few economically responsible aesthetics to ensure this new building is as beautiful as it is practical.

Design Concept

As recommended in the approved NORR's Space Needs Study, the design concept is to provide a facility that is geared to a One-Stop customer service initiative. In general, the first and second floors are designed to provide services for short and longer term customer needs. The short term

services (various licenses, customer care type services) are provided on the ground floor. Longer term services (ROW, Planning and Building Permits) are provided on the second floor. Council Chambers and various public meeting rooms are located on the ground floor for ease of public access. The third through fifth floors provide administrative offices for various departments.

Floor Plans

The Architect worked with administration in developing the Schematic and Detailed Design plans for the New City Hall building. After numerous meetings with all the affected city departments including their managers and senior managers, the Architect produced floor plans outlining adjacencies that are functional and practical. The Final Floor Plans and Customer Service Counters Layout dated February 2015 are attached as Schedule A.

Final Facade Rendering

The facade of the building takes into considerations durability and sustainability in addition to aesthetics. City Planning and Facilities provided input on the energy efficiencies for the New City Hall facility. The final rendering of the building is attached as Schedule B.

Growth Opportunity

Administration acknowledges the facility meets current programming needs; however, it should be noted that when the facility is constructed (approximately 3 years from now), there will be limited opportunity to accommodate future growth. The Architects have identified two feasible options to accommodate future growth. The building foot print for levels 3, 4 & 5 could be expanded to the East by: one-half column span (approx. 3.6m), OR one and one-half column spans (approx. 13.2m). These options would provide for unallocated space for future use. This would result in a change in the building design with additional construction costs. Administration therefore, recommends exploring the cost and schedule impacts of each option and reporting the detailed findings back to Council for decision. Time is of the essence for a decision on this change to ensure minimal impact to the design costs and project schedule.

4. RISK ANALYSIS:

The risk associated in not approving the floor plans and customer service counters layout at this time is possible and the consequences are high. A delay in meeting this milestone will delay the overall project schedule. This risk is significant. Mitigating strategy was to consult with various stakeholders and ensure all functional and operational concerns are addressed.

The risk in not pursuing future growth options within the New City Hall is possible and the consequences are high. The result is the inability to be flexible in dealing with future changes in operations or services provided. This risk is significant. Mitigating strategy is to identify and report out all operating impacts and limitations within the approved plans.

5. FINANCIAL MATTERS:

The New City Hall overall project budget is \$34.75 million.

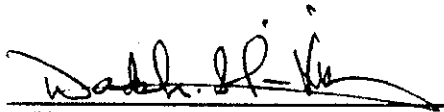
Administration has retained an independent cost consultant (A.W. Hooker) to monitor the cost of the design at each milestone and ensure compliance with the overall budget.

6. CONSULTATIONS:

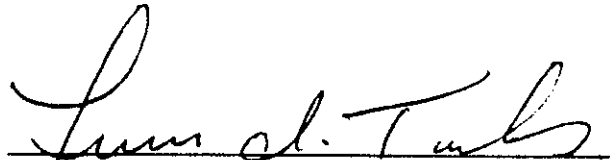
Members of the New City Hall Project Executive Committee
Various members of administration

7. CONCLUSION:

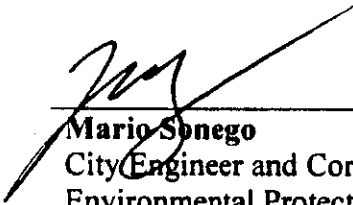
The final floor plans for the New City Hall have been prepared based on Council direction to move forward with the Design Concept – Campus. The internal layout provides for the One-Stop customer service direction and the detailed space requirements outlined within the City Hall Occupancy Program prepared by NORR Architects in 2013. Minor changes to the programming were made to account for recent organizational changes; however, the intent of the programming remains the same. Extensive consultations have taken place with all affected departments to ensure efficient function and operations. The Executive Committee recommends the approval of the Proposed Floor Plans and Customer Service Counters Layout dated Feb. 2015 for the New City Hall building.



Wadah Al-Yassiri
Project Administrator



France Isabelle-Tunks
Senior Manager of Development, Projects &
ROW/Deputy City Engineer



Mario Sonogo
City Engineer and Corporate Leader
Environmental Protection and Transportation
Co-Project Sponsor, New City Hall Project



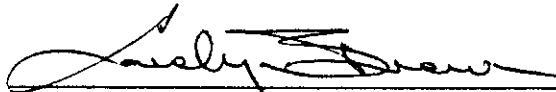
Valerie Critchley
City Clerk/Licence Commissioner and
Corporate Leader Public Engagement and
Human Services
Co-Project Sponsor, New City Hall Project



Shelby Askin Hager
City Solicitor and Corporate Leader
Economic Development and Public Safety



Onorio Colucci
Chief Financial Officer/City Treasurer and
Corporate Leader Finance and Technology



Carolyn Brown
Corporate Leader for Transportation Services



Jelena Payne
Community Development and Health
Commissioner and Corporate Leader Social
Development, Health, Recreation & Culture



Helga Reidel
Chief Administrative Officer

WAY/lp

APPENDICES:

Schedule A – Final Floor Plans and Customer Service Counters Layout dated February 2015

Schedule B – Final Facade Rendering dated February 2015

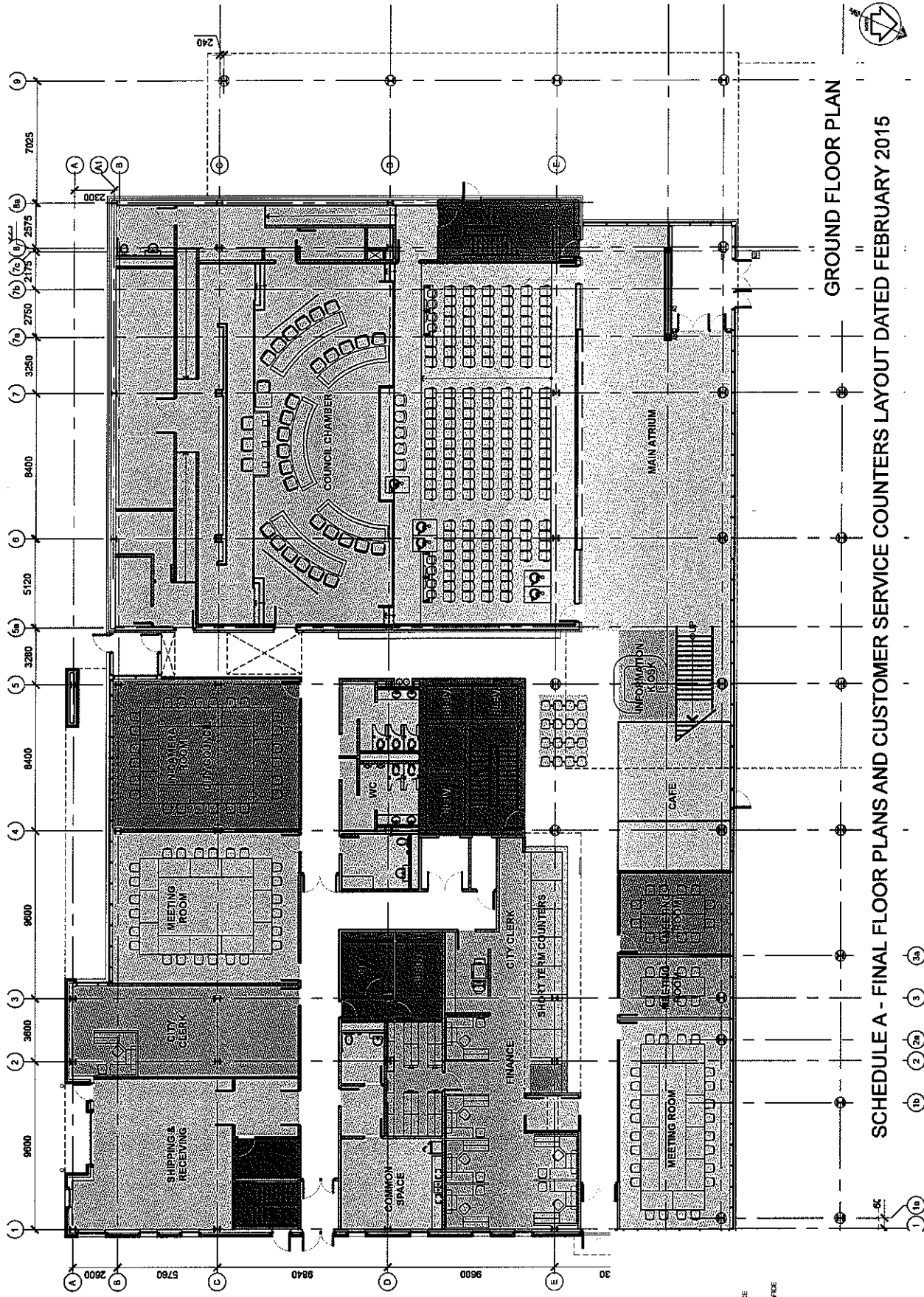
DEPARTMENTS/OTHERS CONSULTED:

Name:

Phone #: 519 ext.

NOTIFICATION :

Name	Address	Email Address	Telephone	FAX



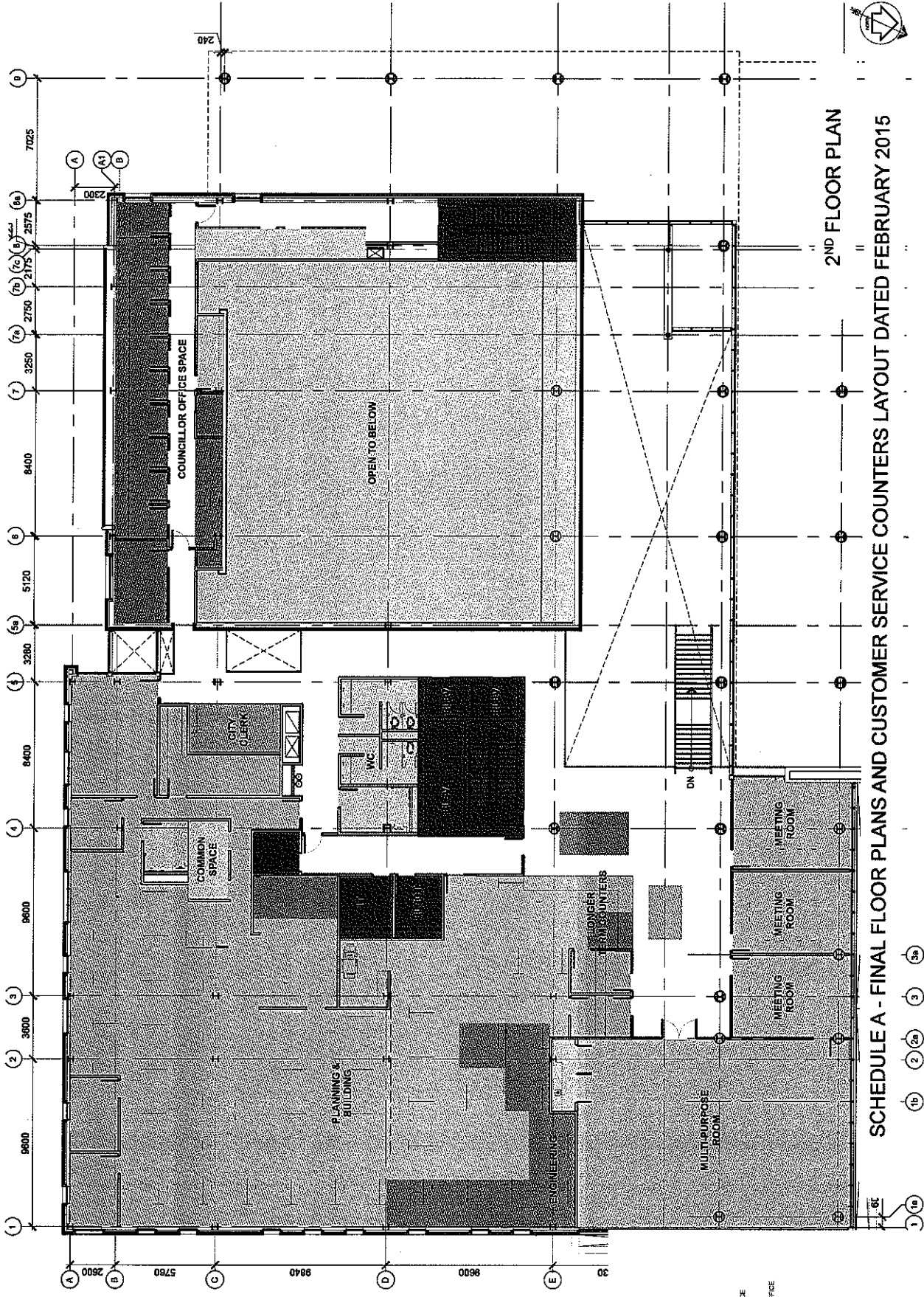
GROUND FLOOR PLAN

SCHEDULE A - FINAL FLOOR PLANS AND CUSTOMER SERVICE COUNTERS LAYOUT DATED FEBRUARY 2015

LEGEND

- FUTURE GROWTH
- COMMON SPACES
- CLERKS
- SERVICE SPACE
- COUNCILOR OFFICE SPACE
- CHIEF ADMINISTRATIVE OFFICE
- FINANCE
- ENGINEERING
- BUILDING & PLANNING
- MAYOR'S OFFICE

1 (10) 2 (2a) 3 (3a) 1b

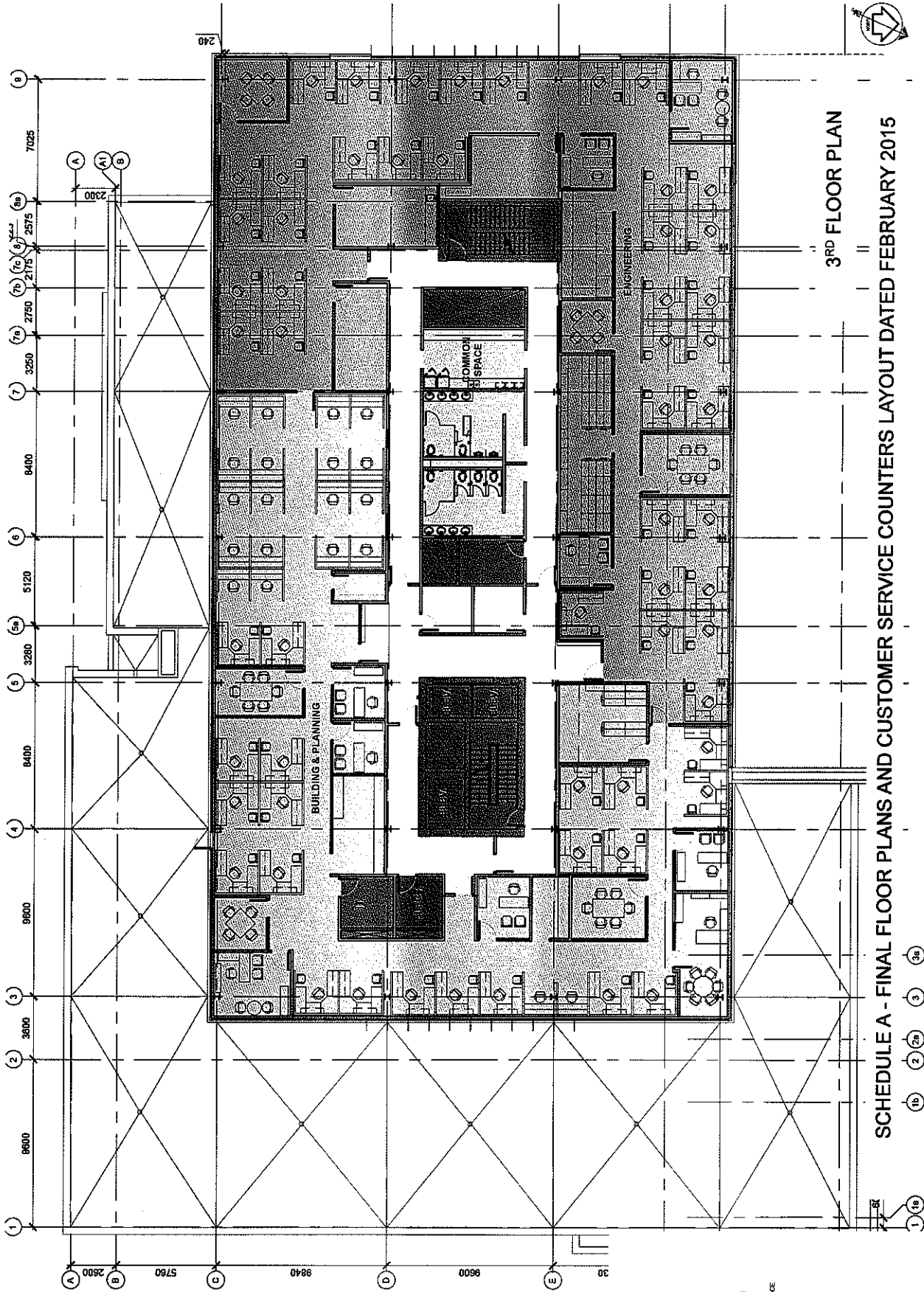


2ND FLOOR PLAN

SCHEDULE A - FINAL FLOOR PLANS AND CUSTOMER SERVICE COUNTERS LAYOUT DATED FEBRUARY 2015

LEGEND

- FUTURE GROWTH
- COMMON SPACES
- CLERKS
- SERVICE SPACE
- COUNCILLOR OFFICE SPACE
- CHIEF ADMINISTRATIVE OFFICE
- FINANCE
- ENGINEERING
- BUILDING & PLANNING
- MAYOR'S OFFICE

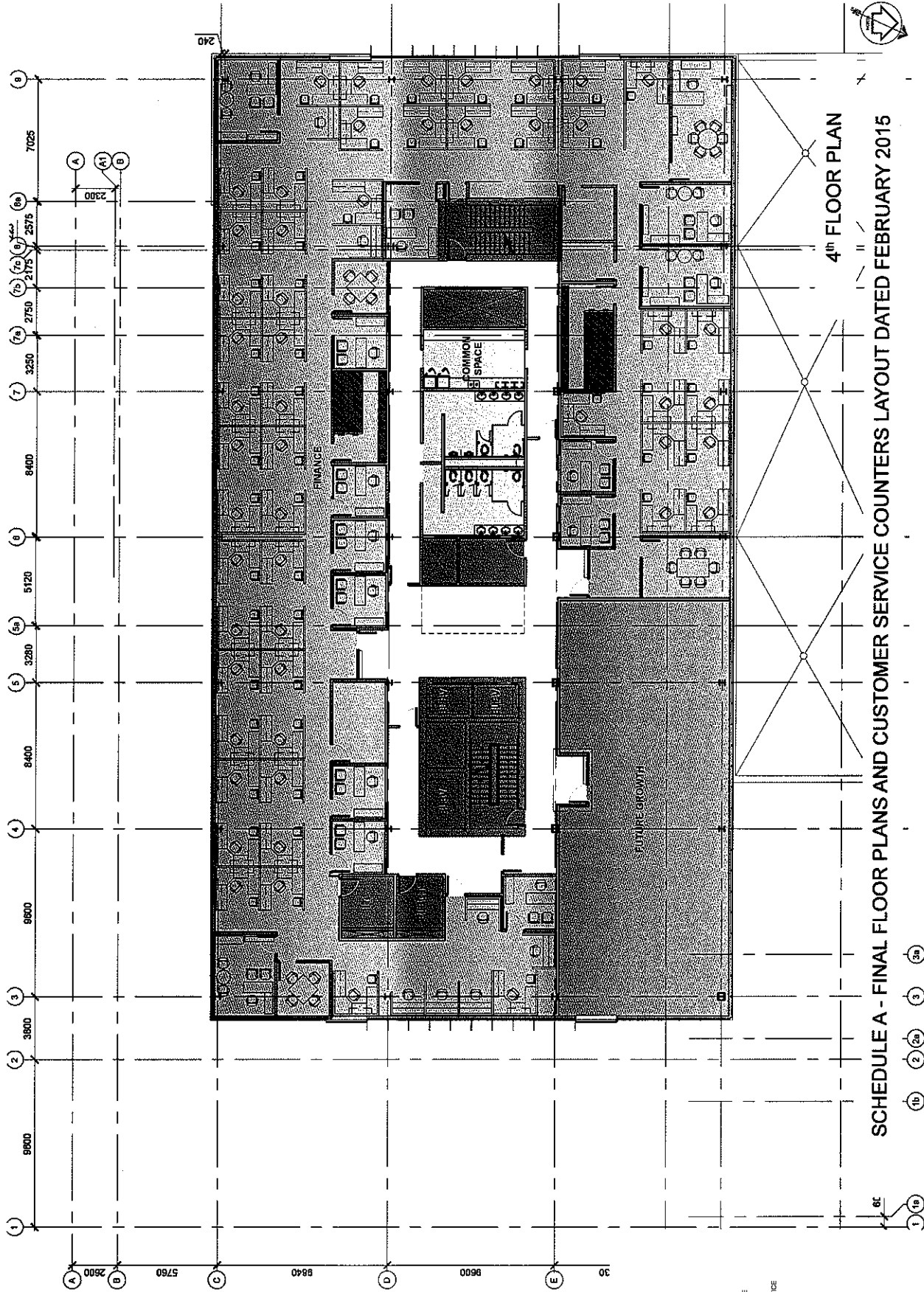


3RD FLOOR PLAN

SCHEDULE A - FINAL FLOOR PLANS AND CUSTOMER SERVICE COUNTERS LAYOUT DATED FEBRUARY 2015

LEGEND

- FUTURE GROWTH
- COMMON SPACES
- CLEANS
- SERVICE SPACE
- COUNCILOR OFFICE SPACE
- CHIEF ADMINISTRATIVE OFFICE
- FINANCE
- ENGINEERING
- BUILDING & PLANNING
- MAYOR'S OFFICE



4th FLOOR PLAN

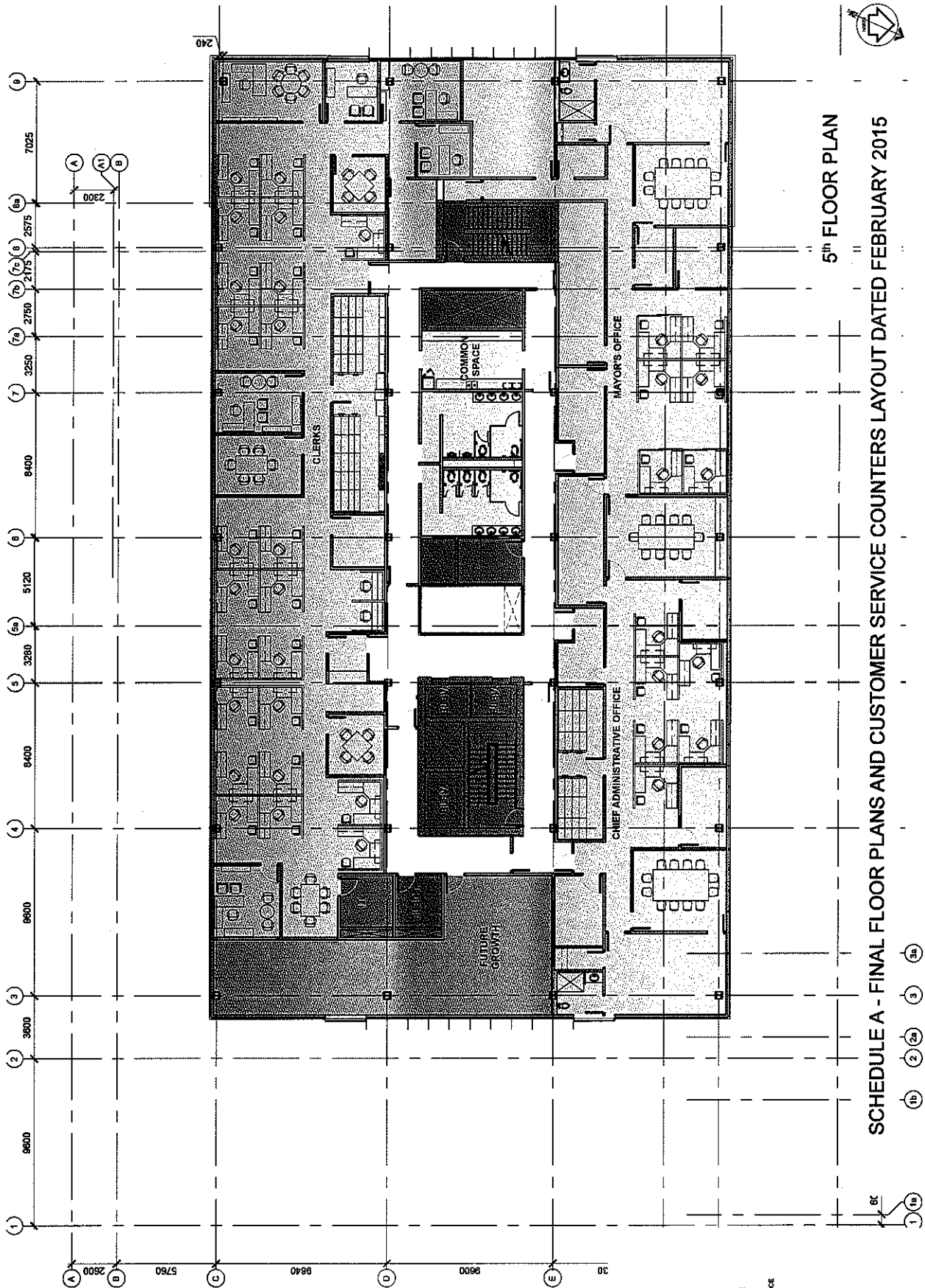
SCHEDULE A - FINAL FLOOR PLANS AND CUSTOMER SERVICE COUNTERS LAYOUT DATED FEBRUARY 2015

LEGEND

- FUTURE GROWTH
- COMMON SPACES
- CLERKS
- SERVICE SPACE
- COUNCILOR OFFICE SPACE
- CHIEF ADMINISTRATIVE OFFICE
- FINANCE
- ENGINEERING
- BUILDING & PLANNING
- WORKSPACE

BE

1 1a 1b 2 2a 2b 3 3a 3b

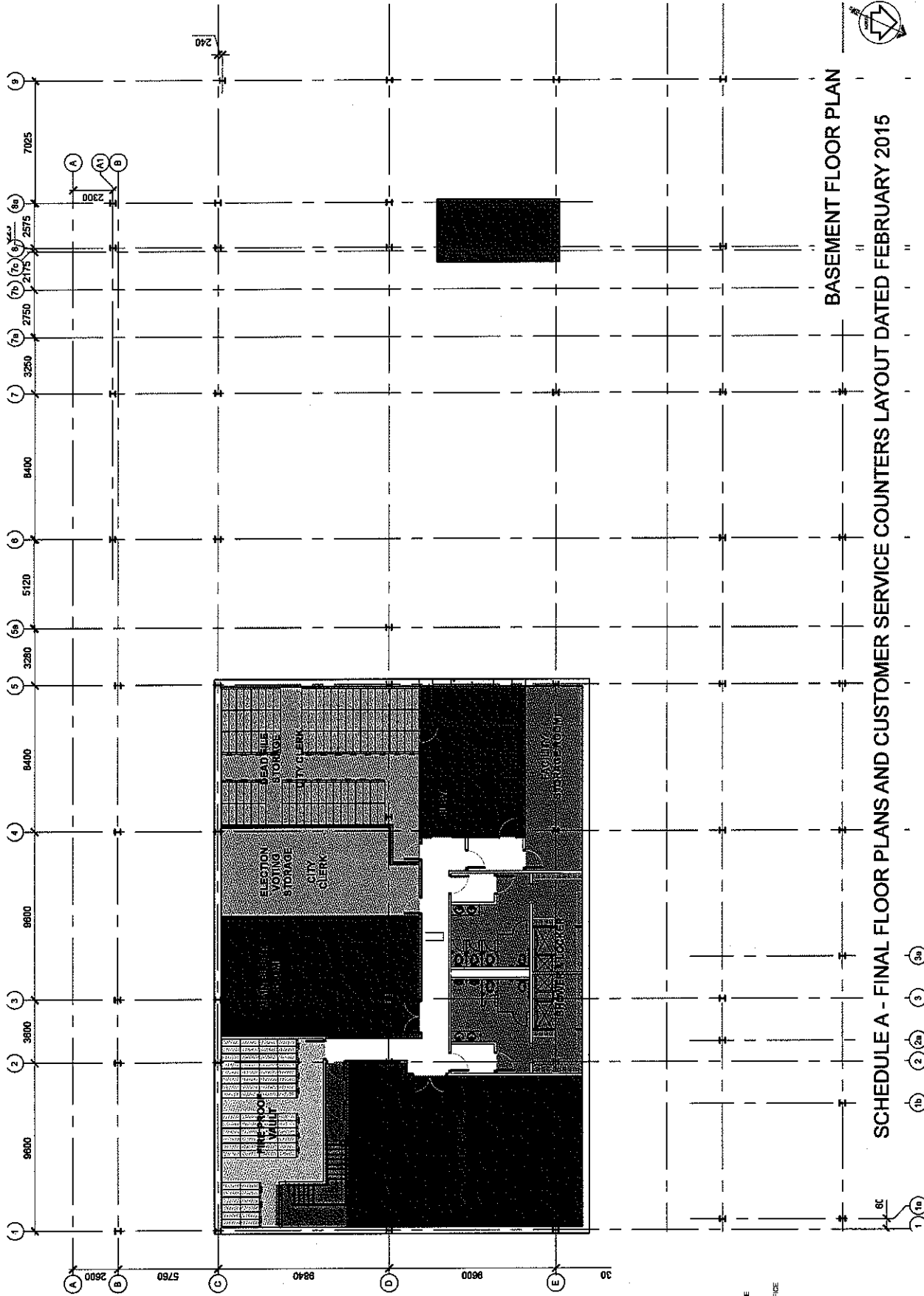


5th FLOOR PLAN

SCHEDULE A - FINAL FLOOR PLANS AND CUSTOMER SERVICE COUNTERS LAYOUT DATED FEBRUARY 2015

LEGEND

- FUTURE GROWTH
- COMMON SPACES
- CLERKS
- SERVICE SPACE
- COUNCILLOR OFFICE SPACE
- CHIEF ADMINISTRATIVE OFFICE
- FINANCE
- ENGINEERING
- BUILDING & PLANNING
- MAYOR'S OFFICE



LEGEND

- FUTURE GROWTH
- COMMON SPACES
- CLERKS
- SERVICE SPACE
- COUNCILOR OFFICE SPACE
- CHIEF ADMINISTRATIVE OFFICE
- FINANCE
- ENGINEERING
- BUILDING & PLANNING
- MAYOR'S OFFICE

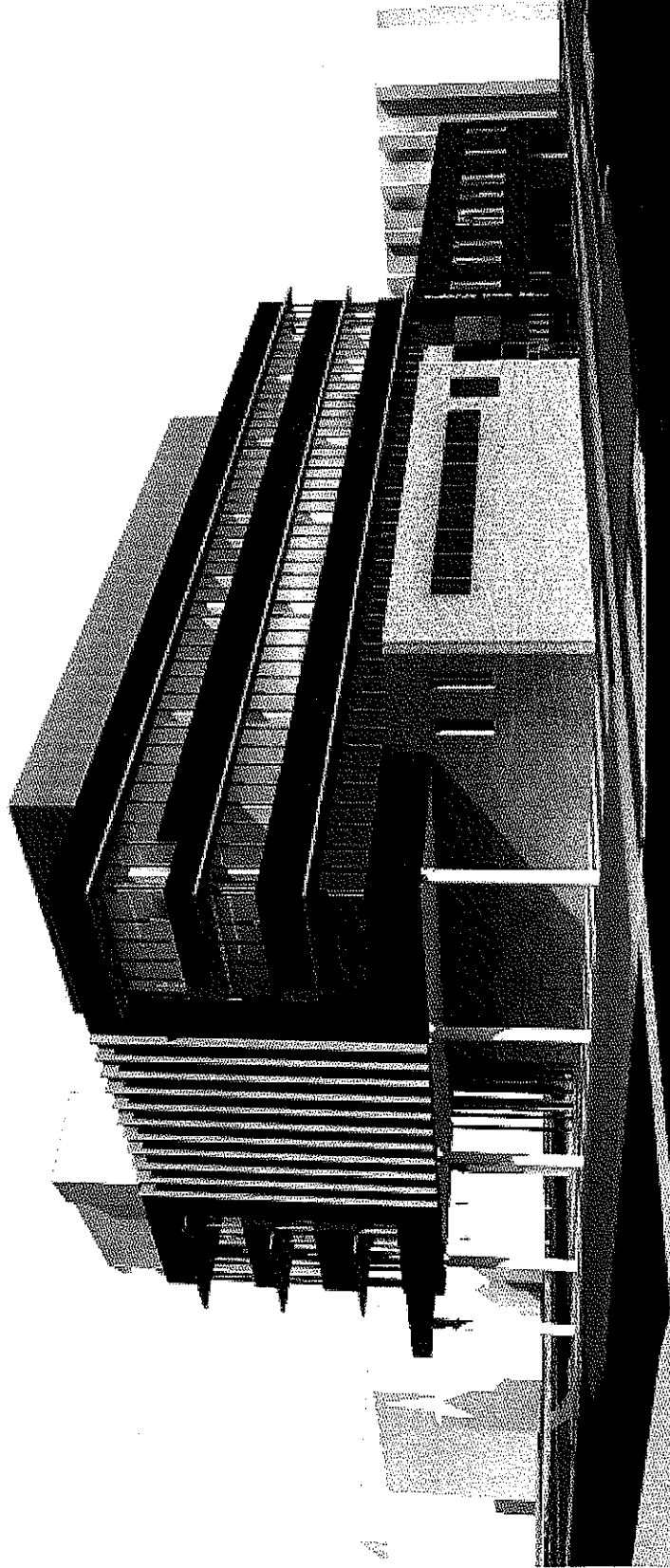
BASEMENT FLOOR PLAN

SCHEDULE A - FINAL FLOOR PLANS AND CUSTOMER SERVICE COUNTERS LAYOUT DATED FEBRUARY 2015





SCHEDULE B - FINAL RENDERING DATED FEBRUARY 2015



SCHEDULE B - FINAL RENDERING DATED FEBRUARY 2015