

City Hall Square Plaza and Civic Esplanade

Project Charter

June 2020

July 2021

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1. OVERVIEW

1.1. Introduction

This document defines the scope and establishes the framework and overall approach for the **New City Hall City Square Plaza and Civic Esplanade Project**. (CHSP) This charter includes a rationale for the project, an overview of project goals, objectives, defines the project scope, 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 Administrators 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

This project is being undertaken in order to provide conceptual designs of the Civic Esplanade (Refer to Appendix A) as well as design and construct a new public open space as part of the Civic Square. (refer to Appendix B) The former 350 City Hall building has been removed and the vision for the new Civic Square includes a new plaza. The objective of the project is to construct an inviting, flexible, multi-use, context sensitive outdoor space that balances the needs of City Hall and the public. The new space will connect 350 City Hall physically and visually to the Civic Esplanade and reinforce the objectives in the Windsor Civic Square Urban Design Study Masterplan and Design Guidelines and the Windsor City Centre Revitalization and Design Study.

The City Hall Square Plaza is the southern anchor of the Civic Esplanade and the design and programming of the new plaza will affect the existing conditions of the Civic Esplanade. For that reason, the Civic Esplanade will be reviewed and conceptual design will be adopted to update the vision for the Civic Esplanade and to set priorities moving forward.

1.3. Goals, Objectives and Critical Success Factors

This project will be a cultural and community asset once complete. The project will be considered successful by the degree in which the conditions of the project are met. It should be noted and understood that these conditions rely on the assumption that sufficient resources and funding are assigned to the project.

The project goals are to:

- Provide a functional, flexible and programmable outdoor space for public use;
- Create outdoor space for civic ceremonies and announcements;
- Incorporate the heritage, cultural and context of the existing plaza and esplanade;
- Increase accessibility and use of the Civic Square and Esplanade;
- Increase the connectivity and cultural footprint that the Civic Square has on the core of the city.
- Provide “green/sustainable” features integrated into the design, as well as solutions which provide for climate mitigation or adaptation opportunities;

- Provide design solutions that incorporate operating and maintenance objectives that align with the Asset Management Plan, including whole of life cost and the triple bottom line objectives;
- Reinforce the “Civic Campus Concept” selected for the New City Hall Building Design;
- Integrate Public Art through out the project.

To ensure that the project meets the high-level objective, the following chart outlines some detailed objectives with measurable criteria. These objectives are to be considered the means by which the project’s success will be evaluated.

	Objective	Measurement
1	Project support from community and stakeholders	<ul style="list-style-type: none"> • Implement a Community Engagement Strategy. • Provide conceptual design options for public input, administrative and City Council feedback.
2	Increases public accessibility and usability of Civic Square and Esplanade.	<ul style="list-style-type: none"> • Identify accessibility needs and build them into the project design. • Consult with WAAC (Windsor Accessibility Advisory Committee) and other grounds for input and direction. • Follow AODA design requirements. • Co-ordinate scope and program with the Municipal Cultural Master Plan. • Co-ordinate project with the Connecting People and Places ICIP Project.
3	Follow environmentally conscious and sustainable design principles.	<ul style="list-style-type: none"> • Co-ordinate the design with the City of Windsor Environmental Master Plan. • Implement designs that consider passive sustainable built environment solutions, renewable electricity sources, heat island mitigation, increased multimodal connectivity. • Consult Pollution Control and other environmental stakeholders.
4	Provide resources for post construction operation of the Plaza	<ul style="list-style-type: none"> • Co-ordinate the development with the City’s Asset Management Plan. • Develop a programming and operating/maintenance strategy for the space.
5	Project Communication 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 the media as to the projects progress. • Develop a project website with updates for the public, media releases, and timeline update.
6	Project Documentation and Accounting	<ul style="list-style-type: none"> • Provide Project Reports and Updates to the Executive Committee. • Have consultant provide written monthly progress reports and updated budget forecasts. • Variance identified and mitigation actions approved.
7	Design & Construction, including adherence to timelines, quality and budget	<ul style="list-style-type: none"> • The design is in accordance with the expectations of the end users, City Departments such as Parks, Recreation, Culture, Planning, Facilities, etc. • The construction in accordance with the design intent, proposal documents and specifications. • Regular monitoring of budget and timelines to completion.

2. SCOPE

2.1. High Level Scope

The New City Hall Square Plaza (CHSP) has been identified to be located on the site of the former 350 City Hall building. This project is multi-faceted and involves the input and skills of many of the City's departments.

Preliminary project program elements includes:

- Connect City Hall to the Civic Esplanade;
- Open ceremonial space for announcements and gatherings;
- Audio/Visual capabilities to support the ceremonial space and the square in general;
- Water feature, which may include ice skating facilities and splash pad;
- Accessory Building / Pavilion (public washrooms and equipment);
- Tying into the existing site features and integration with existing 350 City Hall Building;
- Other potential features such as: shade structures, water features, ramps, retaining walls, fencing/railings, landscaping, irrigation, seating, lighting & electrical, communication features, security features, fencing/screening, signage, vendor space, etc.;

Various consultants will be retained to complete the necessary background studies (i.e. impact assessments, geotechnical investigations, archaeological investigations, etc.), undertake preliminary and detailed design, assist in the tendering process, and provide construction administration duties.

The Planning Department and Corporate Projects will work together to deliver this project in 2 phases.

Phase 1 – Programming and Conceptual Design for the Esplanade and CHSP

The first phase involves providing a review and developing the direction for the Civic Esplanade, as well as detailed conceptual design for City Hall Square Plaza. This will include stakeholder/public consultations to help define the overall project program, and conceptual designs. The Planning Department will be the project lead during the first phase and will be supported by Corporate Projects. The scope of Phase 1 includes:

- CHSP and the Civic Esplanade, from 350 City Hall and connecting to the riverfront;
- Evaluation of the existing conditions and previous master plans/studies;
- Public consultation and stakeholder consultations;
- Developing the CHSP Project Program;
- Update the conceptual design for the length of the Civic Esplanade. (including all segments as defined in Appendix A), with particular attention given to the impacts that the CHSP will have on Charles Clark Square.
- Develop a conceptual design for the City Hall Square Plaza.

Phase 2 – Detailed Design and Construction of CHSP

The second phase is detailed design, and construction of a new City Hall Square Plaza. During the second phase, Corporate Projects will be the project lead and will be supported by the Planning Department. The scope of Phase 2 includes:

- Developing Construction Documents for the CHSP;
- Procurement of Construction Services;
- Project Administration during construction;
- Oversee Project Closeout.

2.2. Out of Scope

- Site remediation or environmental remediation for demolished 350 City Hall Site;
- Any major infrastructure and service work that is not directly related to the City Hall Square Program;
- Additional Parking needs;
- Full Design, Build-out of the segments of the Civic Esplanade;
- Full Design, Build-out and decommissioning of Charles Clark Square.

2.3. 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:

- Project is proceeding under the assumption that the *Investing in Canada Infrastructure Program: Community, Culture and Recreation (ICIP-CCR)* grant funding application will be successful;
- Sufficient capital and operational funds will be dedicated to this project and future phases;
- Senator David A. Croll Park will remain the same;
- The Cenotaph, a heritage listed structure, will remain the same;
- Heritage Park fountains will be returned to running state;
- The double row of trees that flank the civic esplanade will remain;
- The Inuksuk and Rose Garden may be moved or altered;
- Decisions and recommendations made during the project will be based on information available at the time and are subject to modification during the project;
- Purchases and contracts will be executed in compliance with the Purchasing By-law;
- Project initiatives are fully supported by the Senior Executives of the City of Windsor.

2.4. Constraints

- Archaeological constraints, this site has been identified in a Stage 1 Archaeological Study. Stage 2 assessment for some of the included scope of work beyond the footprint of the former 350 City Hall Square building will be required;
- Archaeological constraints may affect the timelines and scope of the project;
- Physical constraints include existing infrastructure, existing buildings, and existing esplanade design elements;
- Timing constraints around when grant funding will be announced for this project;
- Changing project program/scope depending on the outcome of public consultations. Final program will not be known until after the project has commenced.

2.5. Deliverables

Deliverable		Description
Phase 1	Project Program	The proponent will develop a Community Engagement Plan, documenting internal and external stakeholders input; The proponent will provide a finalized Project Program for CHSP based on the outcomes of the Community Engagement Plan; The Steering Committee will approve the final Project Program prior to finalizing a Conceptual Design.
	Conceptual Design	The proponent will provide conceptual designs for the Civic Esplanade and CHSP. The proponent will provide cost estimates and phasing plan. The Steering Committee will approve a Conceptual Design prior to commencing with the Detailed Design phase for the CHSP. Including construction estimates.
Phase 2	Detailed Design	Provide Design Development drawings for review; Prepare final Construction Drawings and Project Manual.
	City Hall Square Plaza Construction	Design-Bid-Build competitive process of construction services for the Plaza. Provide construction administration duties; Provide As-Built Drawings and documentation as well as an Operation and Maintenance Manual as part of close out documents.

2.6. Budget and Financials

The City Hall Square Plaza project is one of the six sub-projects identified in the Investing in Canada Infrastructure Program – Community, Culture and Recreation Stream Grant (ICIP-CCR) as outlined in Council Report C167/2019. The award of grant funding will be subject to a competitive process, where the merits of the City’s application will be weighed against those of competing municipalities’ applications.

The grant, should the City be successful, will leverage Federal and Provincial grant funding of up to 40% and 33.33% of eligible costs respectively. The City is responsible for funding the remaining 26.67% of the eligible costs and 100% of the ineligible costs.

Council Report C167/2019 recommended that the City Hall Square and Civic Esplanade project (PLN-021-07) funding be directed to the new ICIP-CCR project (PFO-011-20) for the 2020 8-year Capital Budget and be deemed as placeholder funding, ensuring that these funds remain allocated as matching funding for this grant. (CR529/2019)

As indicated in the report, the City’s (ICIP-CCR) “Connecting People and Places” project is comprised of six sub-projects, with a total estimated cost of \$57.4M. Net of \$20M and \$16.66M in Federal and Provincial funding, respectively, City costs are estimated at \$20.7M. Of the \$20.7M total, \$4.6M is allocated in the year 2020 and will be the funding source for front-end project services, including design services.

The budget identified for the City Hall Square Plaza portion of the project totals \$15,157,390. The table below summarizes the overall estimated project costs.

ITEM / COST COMPONENT	BUDGET \$
Phase 1 - Program and Design	
Professional Fees – Program and Design	\$ 450,000
Miscellaneous	\$ 100,000
Phase 2 - Detailed Design and Construction	
Construction Cost	\$ 10,000,000
Professional Fees – Detailed Design and Construction	\$ 1,500,000
Miscellaneous	\$ 500,000
Project Contingency	\$ 2,607,390
Total Budgeted Project Cost*	\$ 15,157,390

*per Council Report C167/2019 regarding the ICIP grant application (October 2019)

The original timelines associated with this grant indicate that Provincial review and project recommendations for Federal review are likely to be completed by end of Q1 2020. The Federal review and project approvals are anticipated to be sometime in Q3 2020.

Design services are being tendered for this project prior to the award of the ICIP grant in Q3 2020 and will be considered ineligible cost with regards to the grant funding.

This project was submitted as part of an application for the ICIP (Investing in Canadian Infrastructure Program) grant funding, and therefore, no aspect of this project, which is reliant on the grant funded portion of the budget, will commence or be committed to until such time that the grant funding is approved. In the event the City is not successful, in whole or in part, in securing the associated grant then the scope of the project will need to be adjusted or additional funding may need to be dedicated to the project. In this situation, a report to City Council would be provided including a summary of the situation and various options for City Council to consider and provide direction to administration.

2.7. Milestones

	Milestone	Target
Phase 1	Announcement of successful Grant funding (estimated date)	Q3 2020
	RFP - Retain Program and Concept design Consultant	August 2020
	Community Engagement and Project Program Refinement	Dec 2020
	Steering Committee adopts Project Program	June 2021
	Conceptual Designs of City Hall Square and Civic Esplanade	July 2021
	Adoption of Conceptual Design*	August 2021
Phase 2	Engage Archaeological Consultant	June, 2021
	Detailed Design, and Tender**	June - February 2022
	Construction of City Hall Square Plaza**	May - December 2022
	Start of Operations**	January 2023

* Subject to Grant Funding Approval

** Subject to Program Requirements and outcome of Consultation Process

2.8. Risks

Risks are inherent in any project. Designing and constructing a large civic space such as the one being proposed inherently carries a degree of risk. Administration has undertaken 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 C**.

3. GOVERNANCE

3.1. Reporting Structure

The project reporting structure will be a Steering Committee. Roles and responsibilities in the 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 is composed of a hierarchy of committees and a working team. 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 capacity. It is imperative that each individual is available to the project as required to ensure the project’s success. Necessary replacement of individual team members should be done promptly.

Appendix B provides an organizations hierarchy of the projects organizational structure and includes all levels of participation from the Corporation of the City of Windsor.

3.2. Roles & Responsibilities

Role	Responsibilities
Steering Committee	<ul style="list-style-type: none"> • Meet quarterly to review project progress and budget reports. • Provide guidance and strategic advice throughout the project. • Remove constraints or mitigate risks that affect the project. • Address any issue that have major implications to the overall success of the project. • Commit political support to the project.
Arbitrator	<ul style="list-style-type: none"> • Settle disputes and act as a final arbitrator should the executive committee not reach a resolution. • Approve significant reports to steering committee and City Council, at their discretion. • Provide guidance to the Project Sponsor.
Project Sponsor	<ul style="list-style-type: none"> • Call and chair Executive Committee meetings. • Oversee business management and project management issues that arise outside the formal business of the Steering Committee. • Provide support and ensures that the necessary resources, both financial and human, are available to the project. • Demonstrate the corporation's overall commitment to the project. • Remove major barriers to progress. • Approve all reports to Steering Committee and City Council. • Co-sign all contracts to contractors / consultants / vendors with project manager. • Ensure reports on progress and budget are reported out to the Steering Committee
Executive Committee	<ul style="list-style-type: none"> • Receive and approve monthly progress reports on project activity and to monitor performance

	<ul style="list-style-type: none"> • Review, approve and oversee implementation of detailed work plan for the project. • Review and approve detailed monthly financial report (budget versus actual) • Approve changes to budget allocation, change orders and contingency expenditure according to the rules for spending and within overall project budget. • Ensure project direction is consistent with departmental and end users’ needs. • Review and resolve business issues. • Ensure compliance with all City by-laws. • Through Administrative Resources, maintain minutes of all meetings, general records and other resources. • Maintain issues list.
<p>Project Administrator (s)</p>	<p>Project administration will be a joint effort. Urban Design will be the project lead during the first phase of the project and will be supported by Corporate Projects. For the second phase of the project, Corporate Projects will be the lead and Urban Design will act as support. The lead project administrator will be responsible for the following responsibilities under their perspective phases.</p> <ul style="list-style-type: none"> • Develop a detailed work plan. • Manage the day-to-day aspects of the project. • Respond to media requests for information. • Prepare reports on progress and budget for the executive committee, steering committee and Council. • Identify and manage project risks and issues and escalate them to the executive committee as required. • Monitor progress to ensure successful completion of the project. • Liaise with and maintain a working relationship with agencies, contractors, consultants and other stakeholders. • Co-sign all contracts to contractors / consultants / vendors with project sponsor • Approval of all project invoices.
<p>Working Team</p>	<ul style="list-style-type: none"> • Execute project activities at the direction of the project manager. • Ensure project direction is consistent with departmental and end users’ needs.
<p>Project Accountant</p>	<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 and Council. • Review account allocations for appropriateness. • Review invoices for appropriate approvals. • Track holdbacks.
<p>Project Legal Resource</p>	<ul style="list-style-type: none"> • In conjunction with the Project Administrator, advise and structure all project contracts • Ensure all conditions lifted and contracts are presented for approval of appropriate parties with Council approval as needed

Project Purchasing and Risk Resources	<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"> • Develop and implement Communication Strategy • Media Relations, Social Media, Advertising, Event Planning, Video Updates, Visual Identity, including graphics and photography • Website • Survey Promotions • General Communications
Parks & Facilities Resources	<ul style="list-style-type: none"> • Provide technical review of drawings related to functionality and maintenance of the facility. • Provide input on the requirements and compliance during the design process. • Provide support and guidance regarding standard specifications.

3.3. Rules for Spending

City Council has previously approved, on other projects, recommendations made as to the rules for spending that would be strictly adhered to. The following summarizes the proposed recommendations:

Role	Rules for Spending
City Council	<ul style="list-style-type: none"> • Must approve all requests for an increase to the overall total budget of the project.
Steering Committee	<ul style="list-style-type: none"> • All requests for increases to project budget will be brought before the Steering Committee.
Executive Committee	<ul style="list-style-type: none"> • Can approve all changes to allocations within the overall budget over \$100,000. • Can approve draws from the project contingency funds over \$100,000 for individual items. • Can approve draws of contingency after 50% of the contingency has been spent.
Project Sponsor	<ul style="list-style-type: none"> • Can approve contingency funds up to \$100,000 per item to a maximum total use of up to 50% of the contingency budget. • All items will be reported out to the Executive Committee
Project Administrator	<ul style="list-style-type: none"> • Can approve contingency funds up to \$50,000 per item to a maximum total use of up to 50% of the contingency budget. • All items will be reported out to the Executive Committee

The Project Sponsor and Project Administrator are limited to a collective maximum use of up to 50% the project contingency budget. Approval of all requests for proposals and tenders shall be in accordance with the Purchasing By-law.

3.4. Changes in Scope

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 through a formal change request approved by appropriate levels as noted below and signed by the Project Sponsor.

4. APPROVAL - Project Charter Sign-off Sheet

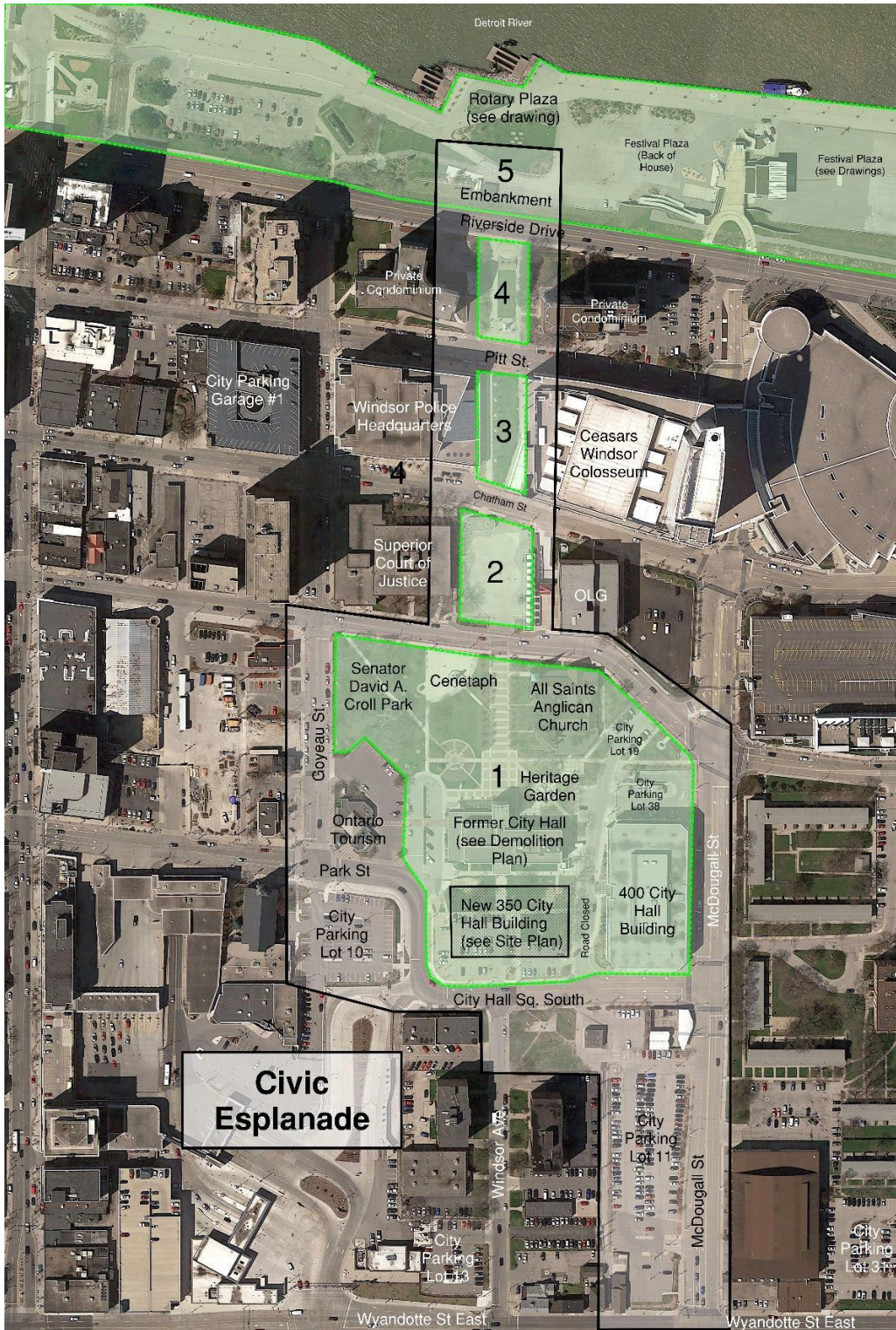
This document contains the Project Charter of the New City Hall Square Plaza.

I am in agreement with the contents of this Project Charter.

Executive Committee	Signature	Date
Shelby Askin Hager Project Sponsor/Chair City Solicitor		
Thom Hunt Co-Sponsor/Deputy Chair City Planner		
Jan Wilson Co-Sponsor/Deputy Chair Corporate Leader – Parks, Recreation, Culture & Facilities		
Mark Winterton City Engineer		
Joe Mancina City Treasurer		
Neil Robertson SM - Planning		
France Isabelle Tunks SM - Engineering		
James Chacko SM - Parks		
Adam Coates Project Administrator – Program & Conceptual Design		
Wadah Al-Yassiri Project Administrator – Detailed Design & Construction		

Appendix A

CIVIC ESPLANADE SEGMENTS



SEGMENT No. 1 – CIVIC SQUARE

Location: From City Hall Square St. South to University Avenue East

New City Hall Square Plaza will be designed as part of Civic Square segment at the location of former 350 City Hall Building. (refer to Appendix B)

Existing Site Amenities

- Heritage Garden
- Tree-lined esplanade to University Avenue.
- The Essex County War Memorial Cenotaph
- Senator David A. Croll Park
- All Saints' Anglican Church
- Circular node / landscape features (swings & inuksuk)
- City Hall Square West parking / delivery area
- City Hall Square East road closure and streetscape improvements between 350 & 400 City Hall Square.
- Lot 38. Public parking and employee underground parking access.
- "Wall of Names," French Settlers Monument

SEGMENT No. 2 – CHARLES J. CLARK SQUARE

Location: University Avenue East to Chatham Street East

Existing Site Amenities

- Outdoor ice skating rink – Concrete surface
- Concession and washroom building
- Zamboni storage and utility building (refrigeration plant, chiller and condenser)
- Tiered seating and landscape features

SEGMENT No. 3 – WINDSOR POLICE HQ & ONTARIO COURT OF JUSTICE

Location: Chatham Street East to Pitt Street East

Existing Site Amenities

- Concrete sidewalks
- Tree & light colonnade

SEGMENT No. 4 – CIVIC GREEN

Location: Pitt Street East to Riverside Drive East

Existing Site Amenities

- Tower of Freedom – Underground Railroad Monument
- Landscape features (grass waves, trees)
- Concrete sidewalks

SEGMENT No. 5 – ROTARY PLAZA / FESTIVAL PLAZA

Location: North of Riverside Drive East

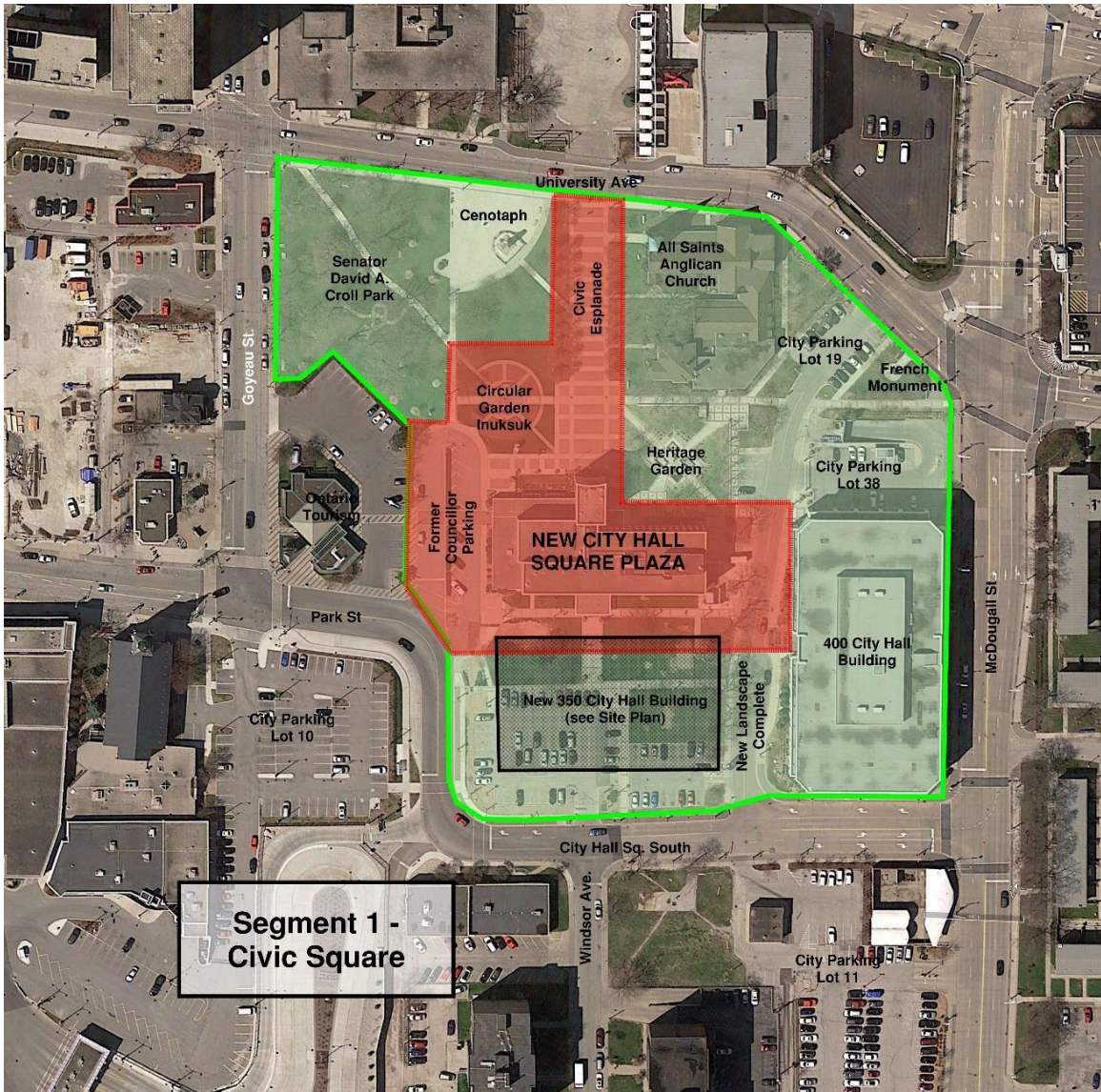
Existing Site Amenities

- Riverside Drive crossing
- Elevation difference at embankment
- Rotary Plaza
- Festival Plaza Concept (Back of house)

Appendix B

CIVIC SQUARE

Green Boundary – Civic Square
Red Boundary – City Hall Square Plaza



New City Hall Square Plaza infill at former 350 City Hall Square building location and interface condition with existing plaza.

Appendix C

RISK ASSESMENT

Risk Category	Specific Risk	Risk Level	Mitigation
Timeline Risk	<ul style="list-style-type: none"> Archaeological requirements may extend timelines 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> This risk is not predictable, as the impacts to the timeline are not known until the Archaeological work has commenced. Hire an Archaeological Consultant after conceptual design is completed to conclude any required documentation for the area of the plaza.
	<ul style="list-style-type: none"> Undefined Project Program 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> Complete program refining tasks, such as community engagement, as the first task for the consultant. Refine conceptual design direction during public engagement process to minimize the need to return to the public for further conceptual direction after the program is adopted.
	<ul style="list-style-type: none"> Grant funding may impact timelines 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> This project has been submitted as part of a larger project grant application. The project timelines and milestones are able to adjusted to align with funding programs. The project team has already anticipated this in the schedule to help mitigate the impacts.
Capital Cost Risks	<ul style="list-style-type: none"> Unknown program elements may add to the capital cost of the project. 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> Some of the program elements have been defined, but more program elements will be revealed during the Community Engagement and concept design phase for the project. The project will be a Design-Bid-Build delivery so that the entire program will be defined prior to tendering for construction. Construction estimates will be provided at major design milestones in order to identify budget issues as early as possible.

City Hall Square Plaza

	<ul style="list-style-type: none"> Grant funding may not become tangible. 	<ul style="list-style-type: none"> Moderate to Significant 	<ul style="list-style-type: none"> If the project is unsuccessful at securing Federal and Provincial grant funding then the scope of the project may need to be refined or further capital will need to be dedicated to the project. The Design-Bid-Build delivery methodology will allow for changes to scope and design prior to tendering for construction.
Operating Cost Risks	<ul style="list-style-type: none"> The cost to operate and maintain the space is unknown prior to a defined program and finished design. 	<ul style="list-style-type: none"> Moderate 	<ul style="list-style-type: none"> The asset will be accounted for in the City of Windsor Asset Management Plan. The project team will provide an Operations and Maintenance Manual as part of the project closeout.
Resource Risks	<ul style="list-style-type: none"> This is a large project that requires the involvement of multiple departments. Allocation of sufficient internal and external resources is critical to the success of the project. 	<ul style="list-style-type: none"> Low to Moderate 	<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.
	<ul style="list-style-type: none"> There are other high profile and time-consuming initiatives currently underway that are competing for administrative resources. 	<ul style="list-style-type: none"> Low to Moderate 	<ul style="list-style-type: none"> 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.
Environmental Risk	<ul style="list-style-type: none"> The project could have adverse environmental effects. 	<ul style="list-style-type: none"> Low to Moderate 	<ul style="list-style-type: none"> The project will reference the Climate Change Action Plan and Climate Change Adaptation Plan in consultation with City Environmental staff. Integrate passive and high efficiency solutions into the design of the plaza to address heat island effect, flood mitigation, energy use, etc. Project components must meet or exceed any applicable energy efficiency standards for buildings outlined in the Pan-Canadian Framework on Clean Growth and Climate Change.

Appendix D

ORGANIZATIONAL HIERARCHY

Steering Committee
Councillor Morrison
Councillor Sleiman
Councillor Kaschak

Arbitrator
Chief Administrative Officer

Executive Committee
Project Sponsor/Chair - Shelby Askin Hager
Co-Sponsor/Deputy Chair - Thom Hunt
Co-Sponsor/Deputy Chair - Ray Mensour
City Engineer - Mark Winterton
City Treasurer - Joe Mancina
SM Planning - Neil Robertson
SM Engineering - France Isabelle Tunks
SM Parks - James Chacko

Project Administrator (s)
Adam Coates (Program & Concetual Design)
Undetermined (Detailed Design & Construction)

Working Team
Parks Lead - Wadah Al
Special Events - Trese MacNeil
Cultural Affairs - Michelle Staadegaard
Pollution Control - Karina Richters
Infrastructure - Fahd Mikhael
IT - Mike Cholubko
Finance - David Soave
Project Accountant - Tina Italiano
Legal Resources - TBD
Communications Resources - Mary Rodgers
Administrative Resource - Sonya Pacheco
Consultants - TBD
Resources from various Departments - as required

Appendix E

CHANGE REQUEST REGISTER

Project Name:	City Hall Square and Civic Esplanade
Project Admin:	Adam Coates / Wadah Al-Yassiri
Project Sponsor:	Shelby Askin Hager

Change Number	Name of Change	Description of Change	Requested by	Date Submitted	Approval Authority	Decision (Approved/Rejected)	Decision Date
001	Change in Charter	Update to the CHSP Project Charter	AC	06/10/2021	EC	Approved	06/10/2021