

**KINGSTON REGIONAL SPORTS AND
ENTERTAINMENT CENTRE
PROJECT CHARTER**

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KINGSTON REGIONAL SPORTS AND ENTERTAINMENT CENTRE PROJECT CHARTER

1. Project Summary/Background

Background

After the 2003 election, the Mayor created the Mayor's Task Force chaired by Deputy Mayor Foster and composed of four prominent volunteers from the community. Each member brought specific expertise to the Task Force.

Their professional backgrounds included extensive knowledge of local government, commercial real estate, marketing, professional hockey and management of large, complex publicly owned institutions. The Task Force was given 100 days to arrive at a series of recommendations aimed at setting the course for the construction of the new Sports and Entertainment Centre.

After a great deal of work the Mayor's Task Force completed their report within the 100-day timeframe. The report was delivered to the Mayor on March 21, 2004. The key recommendation was for the construction of a first class sports and entertainment centre with 6,000 to 6,500 seats to be located in the Inner Harbour on about 11.7 acres made up of the Anglin Parking lot, a small land-locked parcel owned by the Federal Government, and other lands owned by Metal Craft Marine and Kingston Marina. The Task Force's report also explored a number of financing alternatives and options.

Council received the Mayor's Task Force report and referred it to a Council committee for review. The Review Committee recommendation to use the Mayor's Task Force Report as the basis for proceeding with the LVEC project was approved by Council.

Based on a report from Bert Meunier, the City's Chief Administrative Officer (CAO), Council passed a resolution on July 13, 2004 to approve the composition of the Steering Committee.

Council and City staff took part in two strategic planning workshops. The objective of these sessions was to identify a limited number of initiatives that would be treated as Council priorities for the 2005-2007 period. As a result of these sessions Council selected and endorsed the following top three large initiatives as priorities:

- The Ravensview Upgrade
- The Kingston Regional Sports and Entertainment Centre
- The Multiplex Community Centre

The Steering Committee supported the sports and entertainment centre business plan prepared by staff. This same business plan was then approved by Council. During 2004 and 2005 Council received feedback from the public on the site location. Based on comments received, council directed staff, at its September 20th 2005 meeting, to investigate the possibility of locating the Sports and Entertainment Centre on the North Block site.

Council approved the North Block Business District bounded by Wellington Street, Barrack Street, King Street and Place D'Armes as the future site for the Sports and Entertainment Centre.

On May 23, Council awarded a contract to Arcturus/SMG (formerly O&Y/SMG) to manage and operate the facility on behalf of the City. An RFP was issued and three (3) management companies submitted proposals to the City. All companies were evaluated on their ability to meet the financial requirements included in the business plan.

On May 30, Council awarded the design build contract to EllisDon for a total cost of \$31,265,000 including \$1.2M to build a facility with a Leadership in Energy and Environmental Design (LEED) Silver certification. A Request for Proposals was issued and four companies submitted proposals to the City. Proposals were reviewed by a committee and were rated based on various criteria including price, design, functional space and program as well as project schedule. A total budget of \$41.77M was approved for the project.

Summary

The Kingston Regional Sports and Entertainment Centre will be a signature sports and entertainment facility that will boast a strong civic function while delivering both economic and non-economic benefits to the entire City of Kingston.

The objectives of the City in developing the Sports and Entertainment Centre include the provision of a facility as a regional cultural and entertainment facility, a home for major sports teams within the City, for community and public recreational use and as a Centerpiece for civic identity and pride.

The Sports and Entertainment Centre will be located on the North Block and will have a distinctive design and appearance with first class finishes both outside and inside the building.

From a functional perspective, the Sports and Entertainment Centre will include all amenities required to adequately host concerts, family shows, theatre, trade shows and community events, and to meet the facility operator's needs.

The Sports and Entertainment Centre project will become the new home of the Kingston Frontenacs and the Kingston and District Sports Hall of Fame. It will include the construction and outfitting of food and beverage concessions, meeting rooms, private suites, and a four-sided video replay system.

The Sports and Entertainment Centre will have 5,000 seats in the arena bowl with the ability to expand to 6,800 seats (through the use of retractable seating in one end of the building) for concerts and shows. The ice pad will be a single pad of National Hockey League (NHL) size, 200 feet by 85 feet. The building will be designed in such a way to accommodate future expansion of the arena bowl seating from 5,000 seats (6,800 for concerts) to 6,000 seats (7,800 for concerts) to meet population growth in the City of Kingston and surrounding area.

2. Strategy/Approach

The Director, Project Development has retained the services of PMX Inc. to provide project management support.

The Project Manager acts as the City's representative and agent, providing design, construction and project management expertise. The point person for the City is the Director, Project Development.

It will be critical that the design/builder and the City's team work collaboratively and cooperatively together. Communication will be facilitated through bi-weekly site meetings as well as RFI's and memos.

3. Roles and Responsibilities

Council: Project Owner –

- Receives information on the progress of the project on a regular basis.
- Has the final decision making authority on all issues related to changes in scope, in budget and/or any issues having an impact on City policies and by-laws. This authority can be delegated to staff.

CMT:

- Reviews high level information and update on the project including budgetary and scope information.
- Develops corporate strategies to address issues in regards to the project.
- Provides guidance and support to the Project Sponsor to find solutions or resolve issues related to the project.

Project Management Committee:

- Reviews and approves change order requests that are greater than \$50,000 as long as they are within project scope and within the overall approved budget.
- Reviews status reports including project schedule, risk management, budget and quality control reports.
- Provides recommendation/direction on some high level issues
- Reports to Council on a quarterly basis.

Project Sponsor:

- Has executive authority over the project.
- Serves as representative, supporter, and liaison with Corporate Management Team.
- Provides adequate resources in terms of project staff, service group support and realistic priorities.
- Provides continuous support to the project.

Project Director:

- Day to day responsibility for management of the project.
- Responsible for the overall management of the project charter, risk management plan, project schedule, project control, project budget and communication plan.
- Approves expenses/invoices and tracks all budget related items.
- Issues purchase orders and maintains a list of commitments.
- Prepares all status reports and reports to council.
- Prepares monthly communications.
- Manages the compliance review process.
- Attends all design and construction meetings.
- Develops, administers and monitors Project Master Schedule.
- Approves change orders of \$50,000 or less as long as they are within scope and budget.

Project Manager:

- Provides support to the Project Director to develop and implement project policies and procedures.
- Attends design and site meetings and coordinates technical requirements with design build contractor.
- Provides monthly reports with detailed status on design, construction and operations with suggestions/recommendations to the Project Director.
- Interacts with and provides direction to design build contractor and operator, as per discussion with the Project Director.
- Provides expertise, support and identifies any potential risks and issues related to the project. Project Manager offers guidance and expertise on all technical issues.
- Provides support with on site review and requirements.

Compliance Consultants:

- Provide review of plans and drawings at various stages (30%, 60%, 90% and 100%).
- Provide comments on the design build contractor's ability to meet the RFP program.
- Recommendations for changes are submitted to the City. Comments from compliance consultants are integrated in a City response to the design build contractor.
- Accessibility compliance consultant has also been retained for accessibility issues.
- LEED Compliance consultant has also been retained.

Design Builder:

- Contracts and coordinates all subcontractors for design and plan development.
- Oversees all construction work according to OBC.
- Provides monthly progress reports on construction and design activities to the City.
- Responsible for obtaining all City permits.

Operator:

- Oversees all pre-opening planning including suite sales, marketing, promotion and programming of the facility.
- Oversees all planning and procurement of FF&E.
- Oversees all food and beverage services.
- Supports City with naming rights, sponsorship opportunities and interior design.
- Provides consultative services during design, development and construction tasks.
- Responsible for the management and operation of the facility.

4. Project Management Deliverables

The Director will be responsible for tracking the project progress. These are the standard project management deliverables.

- **Project Charter** - a statement of intent describing what the project is to achieve and how the results will be realized.

- **Project Budget** - reflects the total cost of the project. The Project Director will be responsible for creating and maintaining the Budget. The finance function of the City will be actively involved in the process.
- **Project Schedule** - sets out the project schedule in a clear and comprehensive fashion that provides a regularly updated picture of project status to all parties.
- **Risk Management Plan** - communicates the City's understanding of objectives, related risks, mitigation, monitoring and reporting.
- **Quality Control Plan** - includes information on all measures implemented in the project to ensure quality.
- **Project Status Reports** - regular formal communication of the status of the project to Council and to the Project Oversight Committee (monthly). Information is included on scope, budget, quality control, resources, and schedule.
- **Change Request Form** - form for all change requests, including impact, alternatives for resolution, recommendations and actions taken.
- **Communication Plan** - Plan will address all formal and informal internal and external communications for the project.

5. Scope

The Sports and Entertainment Centre is being built on the North Block in the downtown core of the City of Kingston.

The Sports and Entertainment Centre will become the new home of Kingston's OHL team, the Kingston Frontenacs and will also be the new home for the Kingston and District Sports Hall of Fame. The Facility will host both major commercial and community based events.

The building will be designed to meet LEED Silver certification standards. The Sports and Entertainment Centre will attract major hockey and non-hockey events for the entire community and will promote the City and support economic development in the downtown core.

5.1 Inclusions in the Scope:

- 1 NHL size ice surface 200'X85'
- 5,000 seats including stadium, club and suite seats
- 29 suites including 2 party suites and 1 community suite
- Press Box
- Kingston Frontenacs dressing room, training area, meeting room, offices, etc.
- Kingston and District Sports Hall of Fame office/storage and display areas
- Pro Shop
- Club Lounge
- Kitchen
- 4 visitors' dressing rooms
- Administration Offices
- Up to 4 Meeting Rooms
- 1 Food and Beverage Concession

- Catwalk & Flygrid
- Box Office

5.2 Exclusions from Scope:

- Restaurant and Sports Café fit out
- Precast and 1000 additional seats

6. Project Budget

The Project Director is responsible for keeping the Committee informed of the project budget performance. Budgets and actual expenditures will provide a level of detail that provides adequate support for financial analysis. Budget revisions and estimates will be centrally reconciled and reported in a timely and complete fashion. The Director will reconcile budget figures on a monthly basis with the Finance Department and with the Project Manager. Monthly progress reports will include approved budget, amount spent to date, amount committed and amount outstanding. Progress report will also include an analysis of the contingency fund.

7. Project Schedule

The Project Director is creating a Master Project Schedule, following consultation with the Design/Build Team and the Operator, incorporating the sequence and timing of the required basic program decisions, including design time and on-site construction activities. The schedule will be broken down into individual networks for each phase of the Project where necessary showing the sequence and timing for the main construction operations and the milestone completion dates. The project schedule will be reviewed and adjusted, if required, on a monthly basis by the Director and Project Manager. Any major changes in the schedule will be reported to the Oversight Committee and to Council through the monthly progress reports.

8. Project Milestones

This is a high level outline of major milestones to be considered. More detail will be identified in the Project Master Schedule.

- Selection of design/builder
- Selection of on-site manager
- Funding approved
- Sod turning
- Commencement of project
- Issuance of Foundation Permit
- Site Plan Approval
- Issuance of Building Permit
- Completion of project
- Grand opening

9. Risk Management Plan

A Project Risk Management Plan has been developed that communicates the City's understanding of objectives, related risks, mitigation, monitoring and reporting. It will be regularly updated and broadly communicated. It will include summary of risks, measurement of a risk (impact and probability), current and future risk mitigation, time of expected actions and individual responsible. The Director and Manager will review and update the risk management plan on a monthly basis. Major risks will be reported to the oversight committee and to council through the monthly progress reports.

10. Change Orders

Changes may be initiated by the City or by the design build contractor. In both cases, a rationale has to be developed for the proposed change in design and/or scope. The Director and design build contractor will be tracking all anticipated change orders and change orders issued.

The Director, with support from the Project Manager, will forward any proposed change to the schedule, budget, or scope of the project to the Oversight Committee for approval. The Oversight Committee will approve any requests that involve changes in project scope as long as the financing for these changes in scope are funded by the approved budget, including the contingency fund.

The Project Director is responsible for preparing a summary sheet that:

1. clearly defines the change
2. provides rationale/need for the change
3. summarizes alternative options considered in approving the change request
4. determines impact on risks; and
5. determines impact on schedule and/or scope and dollar value.

Approvals

Approval required for change orders that are within scope and contingency allowance are as follows:

- up to \$50,000 – Project Director
- Over \$50,000 – Project Management Team.

Any change outside of scope and outside of budget, including contingency, must be approved by Council.

Once approved, the change is implemented and the Master Schedule and Budget are revised by the Project Director.

Tracking and Reporting

All anticipated change orders will be tracked by the Project Director in collaboration with the Design Builder. On a monthly basis, the Project Director will meet with the Project Sponsor to review anticipated change orders, change orders issued, rationale, and impact on overall

commitments and schedule for the project. The list of contemplated change orders are included in the monthly progress reports.

11. Quality Control Plan

The Director is responsible for developing a quality control plan which includes information on reviews of:

1. Design Compliance/Valued Engineering
2. Site Inspections
3. Payment Certificates
4. Peer Reviews
5. Design Builder Quality Plan
6. Sign off Process

12. Key Stakeholders

The project will involve stakeholders in addition to the City and staff, Kingston Frontenacs, Kingston and District Sports Hall of Fame, special interest groups, sponsors, etc. Their input shall be formally managed, monitored and approved by the Project Director. The Project Management Committee must approve any requests or recommendations that involve changes in project scope.

13. Status Reports

The Project Director will forward a Progress Report to the Project Sponsor and Project Oversight Committee and Council on a monthly basis. This report will cover the following sections:

1. Design & Construction
2. Site Plan
3. Management & Operations
4. Budget
5. Risk Management – Mitigated and Potential Risks
6. Major Changes
7. Issues
8. Milestone Deliverables Performance Reporting

The status reports will be provided to Council on a monthly basis. The reports will also be posted on the website for public access.

14. Issue Management

Issues, risks, agreements, or concerns that could impact the success of the project will be communicated verbally or electronically to the Project Director who will communicate them immediately to the Project Sponsor. These issues and concerns could be brought to the Oversight Committee depending on their nature and potential impact.

15. Communications

The Project Director will prepare a monthly newsletter which will be posted on the City of Kingston website and will be sent to key stakeholders of the project. The website will also be updated at least on a monthly basis. All project status reports will be posted on the website. There will be a webcam accessible from the City of Kingston website to monitor construction progress on site. The Project Director will develop and implement a communication plan to address all internal and external communications. The Project Director will work closely with the communications department to develop the communication plan.

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**Kingston Regional Sports & Entertainment Centre
ORGANIZATION CHART**

