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Town of Aurora  
**Memorandum**  
Corporate Services

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**Re:** Town's Major Capital Projects Update  
**To:** Finance Advisory Committee  
**From:** Lianne Jalali, Project Management Office, Corporate Services  
**Date:** November 10, 2020

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## Recommendation

1. That the memorandum regarding Town's Major Capital Projects Update be received for information.

## Background

The Town currently has multiple major capital projects underway in varying stages of completion. These major projects include the following:

- Library Square
- Fire Hall 4-5
- Joint Operations Centre Additional Work

## Analysis

### Library Square

Over the month of September, The Project Management Team finalized the contract documents (CCDC-2 and Supplementary Conditions) with Chandos Construction Ltd. and held the construction kick-off meeting on September 22nd, 2020. The meeting focused on introducing all key project team members and stakeholders to the Chandos team, familiarizing all parties with the high-level goals of the project, and outlining potential hurdles identified by the team thus far.

Following the kick-off meeting the Town and Chandos Construction Ltd. finalized the contract signing and sealed the documents on September 23rd, 2020.

To officially announce the commencement of the project to the public, the groundbreaking ceremony has been taken place on October 8, 2020.

The site mobilization commenced on the week of October 5th with the erection of the hoarding. Excavation works and street improvements are scheduled to begin shortly thereafter. Chandos is in the process of developing their Construction Management Plan and it will be distributed to the Project team once drafted.

A meeting with the PMT and Chandos will be scheduled to review the plan. The meeting is expected to take place early November 2020.

#### Project Schedule:

During the construction kick-off meeting Colliers and the Town noted that the current project schedule identifies roughly a 22-month construction period leading to Substantial Performance with an additional 3 months for deficiencies and close out activities. Given the award of contract and construction mobilization has been delayed by approximately 2.5 months, the team expects Substantial Performance may be achievable by late Summer 2022, with Total Completion occurring in Fall of 2022.

Chandos was advised there may be some flexibility in these dates, however it is important to identify a feasible schedule now and work diligently towards achieving these dates – the Project Team does not want to have moving targets during the construction phase.

| Milestone                 | Expected Completion | Status      |
|---------------------------|---------------------|-------------|
| Design Development        | August 2019         | Complete    |
| Construction Documents    | March 2020          | Complete    |
| Tender Period             | March - June 2020   | Complete    |
| Bids Evaluation           | May - June 2020     | Complete    |
| Award Contract            | September 2020      | Complete    |
| Construction Mobilization | October 5,2020      | Complete    |
| Completion                | September 2022      | Not Started |

#### Budget Status:

The total cost of the project is \$51,939,489, which is approximately \$327,790 above the approved project budget of \$51,611,700 but within the 5% agreeable increase in project budget.

| Description        | Total Budget        | Committed           | Forecast Cost at Completion | Forecast Variance at Completion |
|--------------------|---------------------|---------------------|-----------------------------|---------------------------------|
| Consultant Fees    | \$4,750,272         | \$4,662,146         | \$4,750,272                 | \$0                             |
| Construction Costs | \$41,009,865        | \$39,394,615        | \$41,009,865                | \$0                             |
| Town Allowances    | \$1,280,735         | \$367,900           | \$1,280,735                 | \$0                             |
| Contingencies      | \$4,000,500         | \$0                 | \$4,000,500                 | \$0                             |
| HST                | \$898,328           | \$781,874           | \$898,328                   | \$0                             |
| <b>Total</b>       | <b>\$51,939,700</b> | <b>\$45,206,535</b> | <b>\$51,939,700</b>         | <b>\$0</b>                      |

The overall status update for this project can be found under Attachment #1.

#### Fire Hall 4-5

The site work commenced on May 20, 2020. Filling and rough grading of the site is complete to footing level. Storm, sanitary and water servicing to the site are complete. Helical Pier installation commenced on October 14, 2020. Staff have received a memo from Thomas Brown Architects on October 23, 2020 regarding a site condition that has impacted the progress of the work. The Construction Schedule has been revised accordingly and the scheduled date of Substantial Performance has been changed to Q1 of 2022 with Total Completion in Q2 of 2022.

#### Project Schedule

| Milestone               | Baselined Completion | Expected Completion |
|-------------------------|----------------------|---------------------|
| Occupancy               | February 28, 2022    | February 28, 2022   |
| Substantial Performance | March 8, 2020        | March 8, 2020       |
| Total Completion        | May 25, 2022         | May 25, 2022        |

Budget Status:

| Non-Construction Costs           | Approved Budget     | Payments to Date      |
|----------------------------------|---------------------|-----------------------|
| Architect                        | \$600,000           | \$454,147.00          |
| Furniture, Fixture, Signage etc. | \$506,500           | \$0                   |
| Prefab shed for training         | \$250,000           | \$0                   |
| Allowance for props              | \$100,000           | \$0                   |
| <b>Sub-Total</b>                 | <b>\$1,456,500</b>  | <b>\$454,147.00</b>   |
|                                  |                     |                       |
| Construction Costs               |                     |                       |
| Tender Revised Bid               | \$10,836,817        | \$1,539,475.55        |
| Non-Recoverable HST (1.76%)      | \$190,728           | \$0                   |
| Contingency (10%)                | \$1,083,682         | \$69,268              |
| <b>Total</b>                     | <b>\$13,567,727</b> | <b>\$2,062,890.55</b> |

The total amount of the approved change orders to date is \$764,987.64. Staff have approved a change order with an upset limit of \$750,000 for the installation of Helical Piers.

Risks and issues:

Following the installation of the helical piers, the installation of the foundation and steel structure progress may be impacted by winter weather.

The overall status update for this project can be found under Attachment #1.

Joint Operations Centre Additional Work

The objective of this project is to complete the outstanding capital works of the JOC. The project is divided into the following sub-projects of which eight (8) sub-projects have been completed and five (5) sub-projects will be completed in 2021.

| Sub-Project                        | Status  |
|------------------------------------|---|
| Back Lot Paving and Full Build Out | Complete  |
| Upper Parking Lot and Rear Yard    | Complete  |
| JOC Landscaping                    | In progress – Completion in Spring 2021                                   |
| Garbage Tipping Station            | Complete  |
| Storage Buildings                  | In progress – Completion in Summer 2021                                   |
| Automated Gate Control             | In progress – Completion in Fall 2020                                     |
| South Side Exterior Finishing      | In progress – Completion by end of 2020                                   |
| Furniture                          | Complete  |
| Entry Pylon Exterior Sign          | This is part of the Exterior Pylon Sign project for the Town's facilities |
| Intercom System                    | Completion by end of 2020   |
| Third Floor Build Out              | Complete  |
| Building Exterior Sign             | Complete  |
| Soil Quality at Back of Property   | Complete  |

Budget Status:

| Budget Status   | Cost        | Note               |
|-----------------|-------------|--------------------|
| Approved Budget | \$2,185,200 |                    |
| Committed       | \$1,358,002 | 62% project budget |

The overall status update for this project can be found under Attachment #1.

## **Attachment**

Attachment #1 – Major Capital Project Update:

- Library Square
- Fire Hall 4-5
- Joint Operations Centre Additional Work