



## FACILITIES RENEWAL PROGRAM SIOC UPDATE

NOVEMBER 16, 2016



BUSINESS CONFIDENTIAL

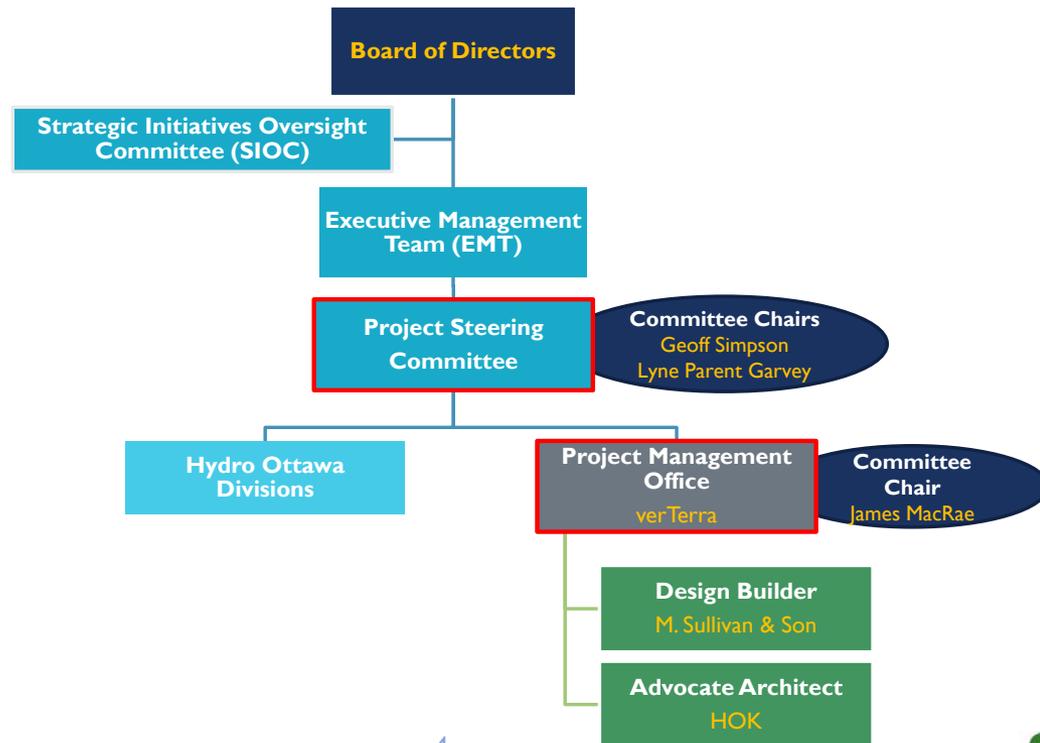
## EXECUTIVE SNAPSHOT – SINCE LAST REPORT SEPT. 22<sup>ND</sup> 016

- Preferred Proponent negotiations secured in HOL's favour
- Contract executed
- Unsuccessful Proponent debriefings completed
- Executive Partnership & Design Build Team Start-Up meeting conducted
- HOL Project Steering Committee established and kicked-off
- HOL Change Management commenced
- City planning Land Issue status
- Project Management structure realigned, support contracts under verTerra
- Under budget

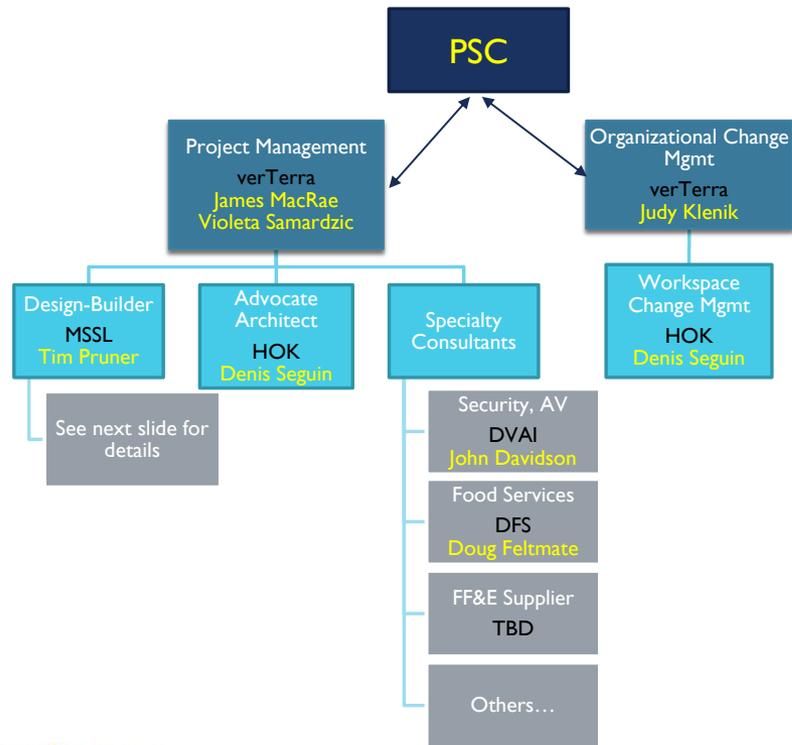
## DB KEY CONTRACT NEGOTIATIONS:

1. Sullivan Management team reinforced and Design Team restructured – no cost (remains a risk)
2. LEED Gold for all Buildings - no cost to HOL
3. Reorientation of South Campus – no cost to HOL
4. Revised planning of East Operation centre – no cost to HOL
5. Schedule revised to align to RFP - no cost to HOL
6. Revise Ground Mounted Solar arrays to roof mounted – cost increase under assessment (offset by Innovation credits)

# LINES OF REPORTING



# PROJECT TEAM



## PROJECT SCHEDULE: KEY MILESTONES

1. 50% Design Submission = November 16<sup>th</sup>, 2016
2. Site Plan Control Agreement Submission = November 17<sup>th</sup>, 2016
3. 75% Design Submission = December 21<sup>st</sup>, 2017
4. 95% Design Submission = January 11<sup>th</sup>, 2017
5. Site Plan Control Agreement (SPA) = March 22<sup>nd</sup>, 2017
6. Mobilize on East Campus = March 23<sup>rd</sup>, 2017
7. East Campus Early Occupancy = January 2019
8. Substantial Completion & HO Occupancy = May 1<sup>st</sup>, 2019
9. Final Completion = June 26<sup>th</sup>, 2019

## CITY PLANNING & LAND ISSUES:

1. Pre-meeting with City planning:
  - a) Main DC risk mitigated
  - b) Cash in lieu – public presentation East Campus
  - c) South campus water service not probable
2. NCC east campus access road material agreements in progress
3. CLV shared use/ easement agreement for sanitary connection required
4. South Campus Road Modification Agreement under final review by City

# KEY PROGRAM RISKS

Risk	Impact Level & Elements Affected	Probability	Mitigation
Public Perception/ Media	HIGH: HOL Management	HIGH	Proactive communications
Unknown site conditions: Hawthorne & Dibblee	HIGH: Budget & schedule	HIGH	DB risk transfer – dynamic compaction / contingency
HOL Change Management	Moderate: Schedule & Budget	HIGH	HOL Steering Committee, Employee Engagement and Communication
Sullivan Team Depth	Moderate: Budget	Moderate	Increased PM
City Approvals & Permits	Moderate: Schedule & Budget	Moderate	Proactive consultation / Urban Planner applied to DB / PM oversight on DB
City Development Charges	Moderate: Schedule & Budget	Moderate	Cash in lieu offsets / PM oversight on DB



Thank you



# FACILITIES RENEWAL PROGRAM SIOC REPORT

APRIL 11, 2017



COMMERCIALY CONFIDENTIAL- FOR HOL BOARD USE ONLY

## AGENDA

1. Executive Summary
2. Work Completed this period
3. Schedule Status
4. Budget Status
5. Construction Management Logistical Planning
6. Site Photos
7. Risk Management
8. Significant Opportunities
9. Next Period Look Ahead
10. Change Management Update
11. Property Disposition

## EXECUTIVE SUMMARY

- The project is on schedule and forecasted on budget
- Project Team management structure, meeting schedules and control processes are in place and will evolve over the project phases
- Design Build design development is 75% complete
- Design changes sanctioned through the design review process to improve HOL operational efficiencies and system reliability - funded from tender savings
- Site Planning Agreements and Permitting are in process with East Campus near finalization
- Construction mobilization and early works commenced March 27<sup>th</sup> – a major milestone!
- Sullivan management performance has been responsive but deliverable and team management issues realized – Sullivan added resources (being monitored)
- HOL operational migration planning commenced for integration with construction
- HOL Project Steering Committee & Change Management teams are effective and evolving

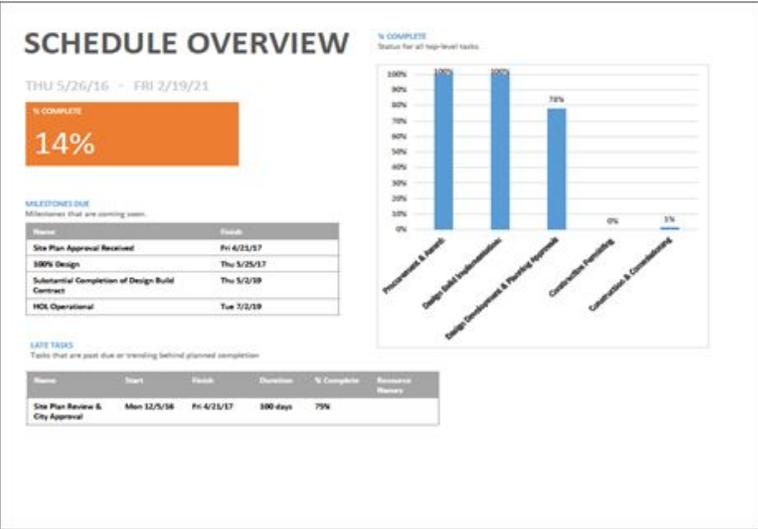
## WORK COMPLETED – SINCE LAST REPORT NOV. 16<sup>TH</sup> 2016

- 50 & 75% Design submissions including HOL & compliance reviews
- Site Plan Agreement applications East and South Campus
- Building Permit application for East Campus – critical path
- East Campus Ward Councillor update meeting & Public Community Association presentation
- Committee of Adjustment approval of Minor Variance for East Campus Administration building height
- Finalization of Site Plan Agreement traffic conditions with City for East Campus
- Draft conditions for Delegated Authority Report for Site Plan Approval of East Campus
- Final NCC/City land agreements advanced – NCC consent to register SPA required by City
- Building Permit application for South Campus (made March 24<sup>th</sup>)
- Project and Construction Management control processes in place
- Sullivan sub-trade procurements of major and early work sub-trades

## WORK COMPLETED – SINCE LAST REPORT NOV. 16<sup>TH</sup> 2016

- Enbridge High Performance Building Program review session completed - HOL energy rebate confirmed (estimated @ 60K)
- Energy Ottawa Solar program design commenced based on 75% site plans
- LEED Gold for all facilities confirmed through design process
- Kitchen design & procurement plan for 3<sup>rd</sup> party vendor developed
- Fitness Consultant retained and programming / design planning commenced
- HOL Project Steering Committee meetings ongoing with sub-committees for Change Management, Design Reviews and Operational Migration planning
- Quarterly Executive Partnership meetings with HOL and Sullivan
- Construction mobilization and early works commenced on both sites
- HOL IT technology platform and system architecture defined – integrated into design

# SCHEDULE STATUS: OVERVIEW



Notes:

- Design development schedule elongated – no impact to project completion date
- Final Site Plan Approval delayed from original schedule – no impact to completion
- Sequential permitting required
- Early works commenced as planned

## SCHEDULE STATUS: MILESTONES

### Milestone Schedule & Status March 26th, 2017:

Activity	Milestone Date	Status
50% Design Submission to HOL	Nov. 17-016	100% complete
Site Plan Agreement Submission	Nov. 30 -16	100% complete
75% Design Submission EC1 to HOL	Jan. 19 -017	100% complete
Building Permit Submission to City (East Campus)	Jan. 23-017	100% complete
Committee of Adjustment Hearing EC1 Height	Mar. 15-017	100% complete
75% Design Submission EC2/EC3 & SC to HOL	Mar. 23-17	in progress
Building Permit Submission to City (South Campus)	Mar. 24-17	in progress
Construction Mobilization - East Campus	Mar. 27-017	in progress
Construction Mobilization - South Campus	Mar 27-017	in progress
95% Design Submission to HOL	April 13-17	<i>revised date</i>
Site Plan Agreement Approvals/ Early Work Permits	April 15/30-017	<i>revised date</i>
East Campus Early Occupancy	Jan-019	
Substantial Completion of DB Contract	May 2-019	
Final Completion of DB Contract	June 26-019	
HOL Operational	July 2-019	

## BUDGET STATUS & 75% DESIGN FORECAST

Budget Summary & Forecast March 26th, 2017:								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	75% Design Forecasted Revisions March 2017	Budget Forecast March 2017	Spent to Date February 28th 2017	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 3,101,234	\$ 5,655,292	\$ 491,200	\$ 6,146,492	\$ 1,923,590	31%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 777,982	\$ 59,565,298	\$ 3,110,814	5%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ -	\$ 2,014,800	\$ -	0%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ -	\$ 4,025,000	\$ -	0%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (1,269,182)	\$ 5,417,410	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,500,000</b>	<b>\$ 24,365,404</b>	<b>25%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$24.3M (25%) spent to date including land
- \$1.9M (5%) of Design Build contract spent to date ( bonds, insurances, design)
- \$1.38M added to contingency from post tender savings (\$6.86M from \$5.3M)
- \$1.26M (1.8%) forecasted for changes against contingency (% based on budget less land and contingency)
- \$5.4M remaining contingency (7.5% of budget – % based on budget less land and contingency)

## BUDGET STATUS – CHANGE CATEGORIZATION

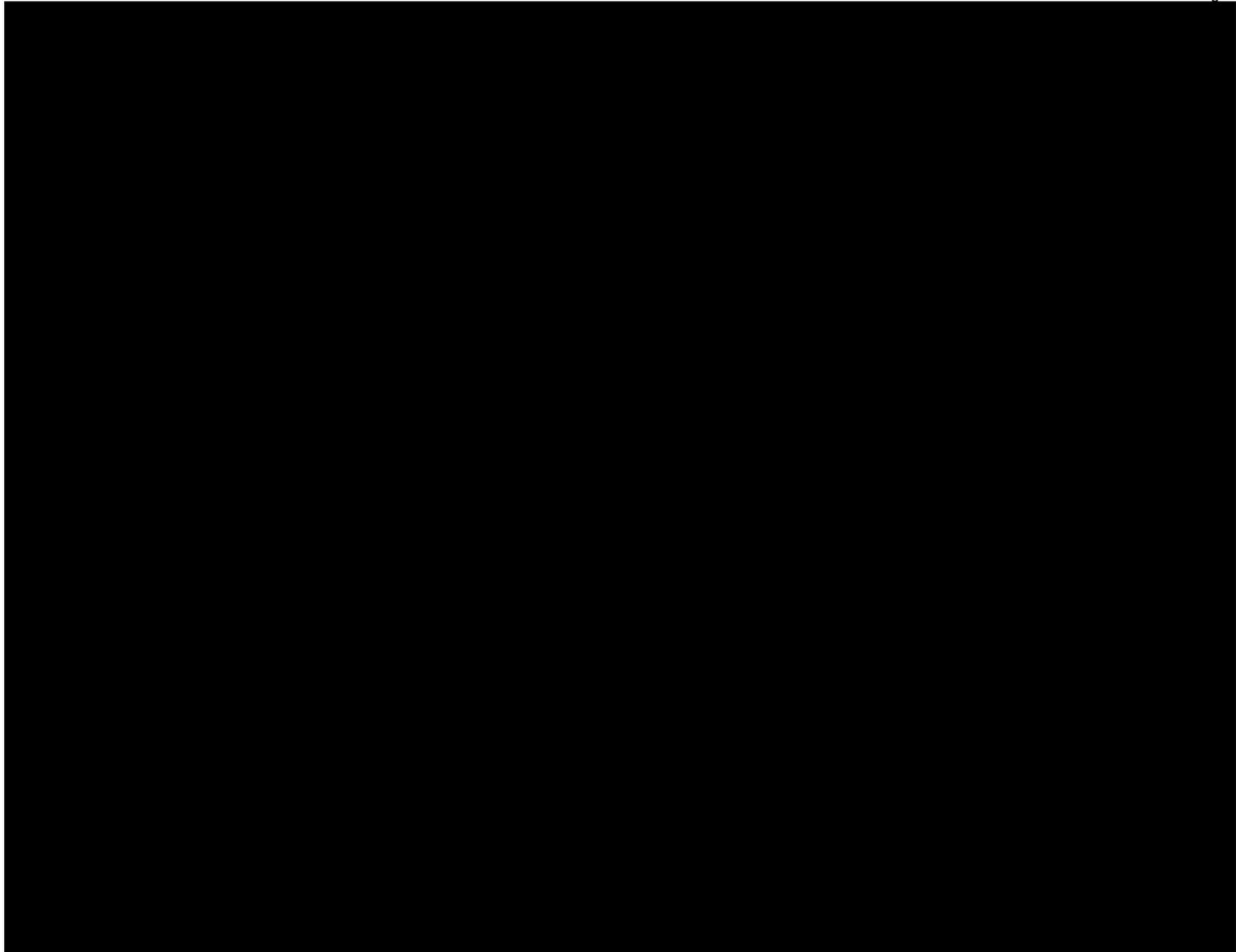
Change Categories					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 18,471	\$ 127,301	\$ 229,059	\$ 88,808	\$ 805,542	\$ 1,269,182
1.5%	10.0%	18.0%	7.0%	63.5%	

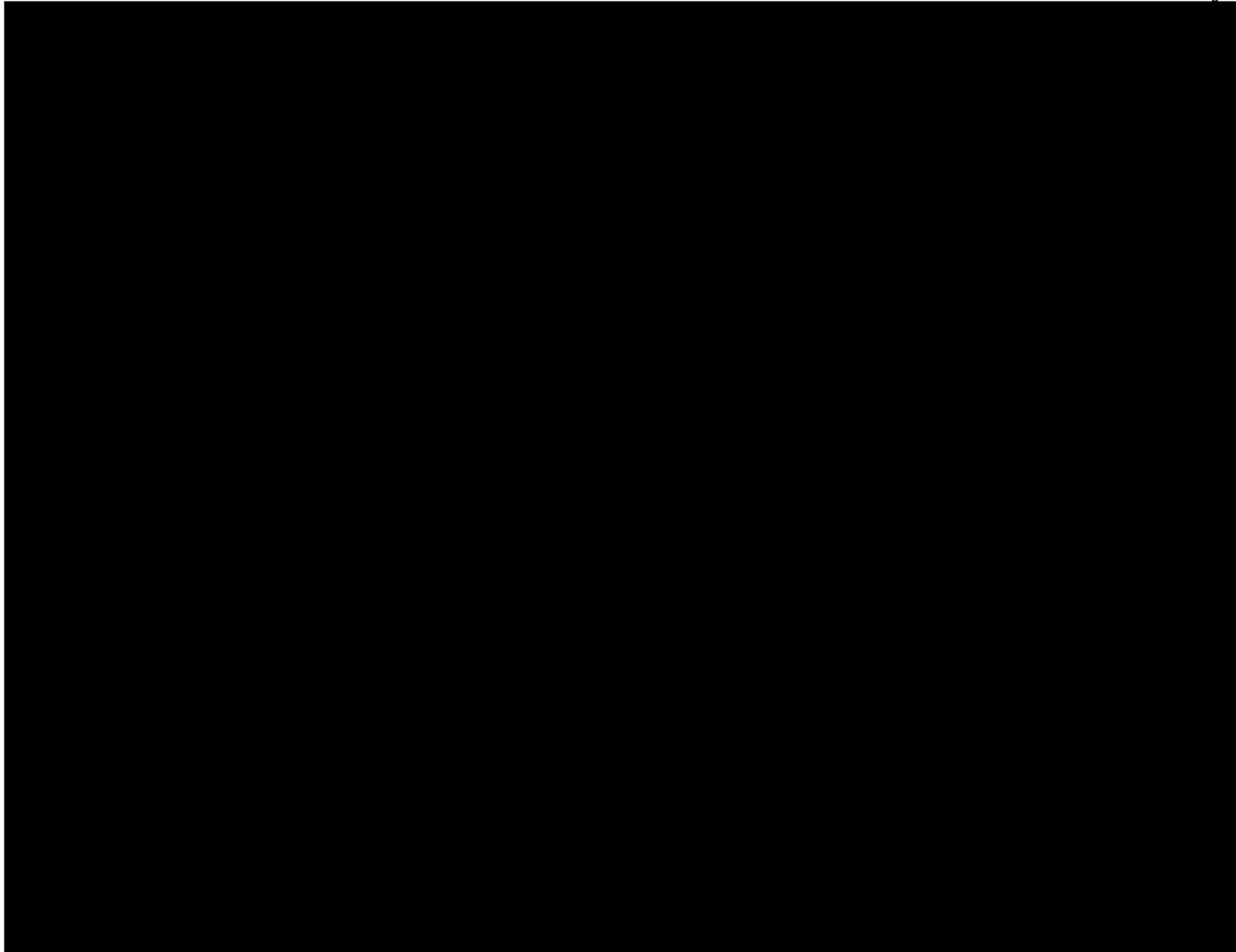
Notes:

- Total change forecast of 1.8% of the Design Build value (total budget less land and contingency) is within industry norm – majority of HOL design change captured at 75% design.
- \$486K of Technology changes relate to increased scope to the Design Build program that align with/support new/improved HOL technology platforms and system redundancy/security
- RFP Design Development/Scope Gap changes relate to design and equipment reconciliations with RFP design documentation ie: epoxy flooring missed for Transformer retention area, HOL equipment / assets (compressors, pressure washers, ice machines, racking) to be build-in under warranty vs relocated by HOL as intended.
- verTerra is performing cost diligence on all submitted cost changes to ensure “net additional” costs are charged by Sullivan, further credits (savings) may result

## CONSTRUCTION MANAGEMENT: KEY DEVELOPMENTS

- Construction Project Plan developed
- Quality Control Plan developed
- Site Specific Safety Plans developed
- Sub-trade tendering in progress (March):
  - Concrete, Reinforcing Steel, Fencing, Granular supply
- Sub-trades secured:
  - Electrical, Plumbing, Fire Protection, HVAC, Pre-Engineered Structures, Tree Clearing
  - All major sub-trades bonded by Sullivan
- Ministry of Labour Notice of Project filed
- Site Operation Compounds being constructed





## CONSTRUCTION MANAGEMENT: SITE PHOTOS

Construction mobilization and early works commenced March 27<sup>th</sup>, 2017 – as scheduled.

*South Campus: Access Road, 1st Site Trailer, Tree Clearing*



## CONSTRUCTION MANAGEMENT: SITE PHOTOS EAST CAMPUS

*East Campus: Site clearing, surveying*



<b>RISK MANAGEMENT: PRIMARY RISKS</b>			
<b>Risk</b>	<b>Impact Level &amp; Elements Affected</b>	<b>Probability</b>	<b>Mitigation(s)</b>
Planning/Permit Approvals - delay to issuance and unforeseen conditions.	HIGH: Budget & schedule	Moderate	Advanced consultation with City/NCC, HOL direct involvement.
Cash In Lieu of Parkland (new condition from City Planning in Site Plan Approval )	HIGH: Budget (cost risk \$450K)	Low	HOL/VTC met with City and based on Municipal designation of HOL should be exempt.
Unknown Site Conditions	HIGH: budget & schedule	HIGH	Risk transfer under contract / contingency
HOL Design / Program Change	Moderate: budget	Moderate	Prevent discretionary change and finalize open design areas prior to 95% design
Sullivan Management & Team Cohesion	Moderate: budget / quality	Moderate	Increased Resources. Consolidate HOL PM/ DB teams on site. Monitor with Executive Teams.
Sullivan Sub-trade pricing risk	Moderate: quality & budget	Moderate	Design Cost verifications by MSSL. Assess trade change requests / shop drawing compliance and change pricing.
Technology Change (HOL Managed Works)	Moderate: budget	HIGH	Advance market research, trending. Accurate forecasting.

<b>HOL PROGRAM OPPORTUNITIES</b>		
<b>Opportunity</b>	<b>Benefit(s)</b>	<b>Timing</b>
Reintroduce deferred VE Programs, specifically the East Campus Training Centre & South Campus Back-Up Control Centre	Avoids capital investment in Bank St., facility – [REDACTED] [REDACTED] Consolidates operations further.	2018 – after site approvals and site condition risks mitigated.
Integration of HO’s operational history into the design and branding of the new facilities, specifically ECI.	Embeds HOL’s cultural history with new – pride in place benefit and employee engagement opportunity	Q1-2017
Define and celebrate key Program Milestones	Enhance project team cohesion, increase staff engagement and awareness	No restriction

NEXT QUARTER LOOK AHEAD	
ACTIVITY	BY
Site Plan Control Agreements (East & South)	MSSL
95 & 100% Design Completion (Issued for Construction drws.)	MSSL
Construction Permits (foundations/super structure)	MSSL
Construction: EC1 / EC2 / EC3 & SC <ul style="list-style-type: none"> <li>• Civil works, clearing, grading, fencing</li> <li>• Excavations</li> <li>• Tower Crane erection (EC1)</li> <li>• Concrete work (foundations/ lower lever EC1)</li> </ul>	MSSL
Finalize NCC / City land Shared Access Rd. definitive agreements	HOL/VTC
Release Furniture RFP	HOL/VTC
Finalize East Campus Road Modification Agreement & Design	MSSL/VTC
Reconcile HOL/CLV Cost Sharing for East Campus Access Rd. & Main Intersection	HOL/VTC
Moodie Dr. Road Way Improvements for South Campus– reconcile costs	HOL/VTC
Ground Breaking Ceremonies (internal) & Project Development Signs	HOL/MSSL
Advance East Campus Lobby Design	HOL/VTC
Finalize HOL Solar, Exterior Lighting and Signage designs (Cash Allowances)	HOL/VTC

## CHANGE MANAGEMENT UPDATE (BY HOL)

- October 2016 – established Facilities Renewal Program Project Steering Committee, with a sub-set of these members forming the Organizational Change Management Committee.
- November 2016 – launched Facilities Renewal Program at all Employee Forum, including an introduction from President & CEO of the program, the design-build contractor, the members of the Steering Committee, and an inspiring video of what the future holds.
- December 2016 to January 2017 – developed a multi-year change management plan, outlining all means and opportunities to increase awareness, communicate and engage with employees, including for example, through our Intranet, surveys, mock-ups, focus groups, lunch and learns, pod planning, purge parties, etc. on issues such as furniture, fitness centre, meeting rooms, cafeteria, etc.

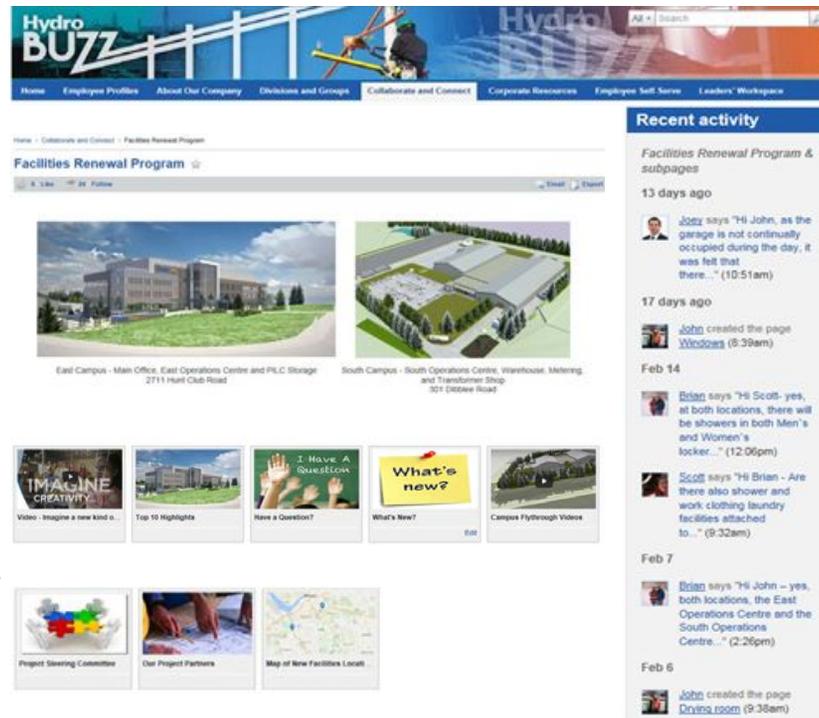
### Imagine a new kind of workplace...

This video was created to provide a glimpse of what the possibilities will be for our new facilities. The final look and design will be finalized throughout the course of our planning and may not resemble exactly what you see in this at a glance video.



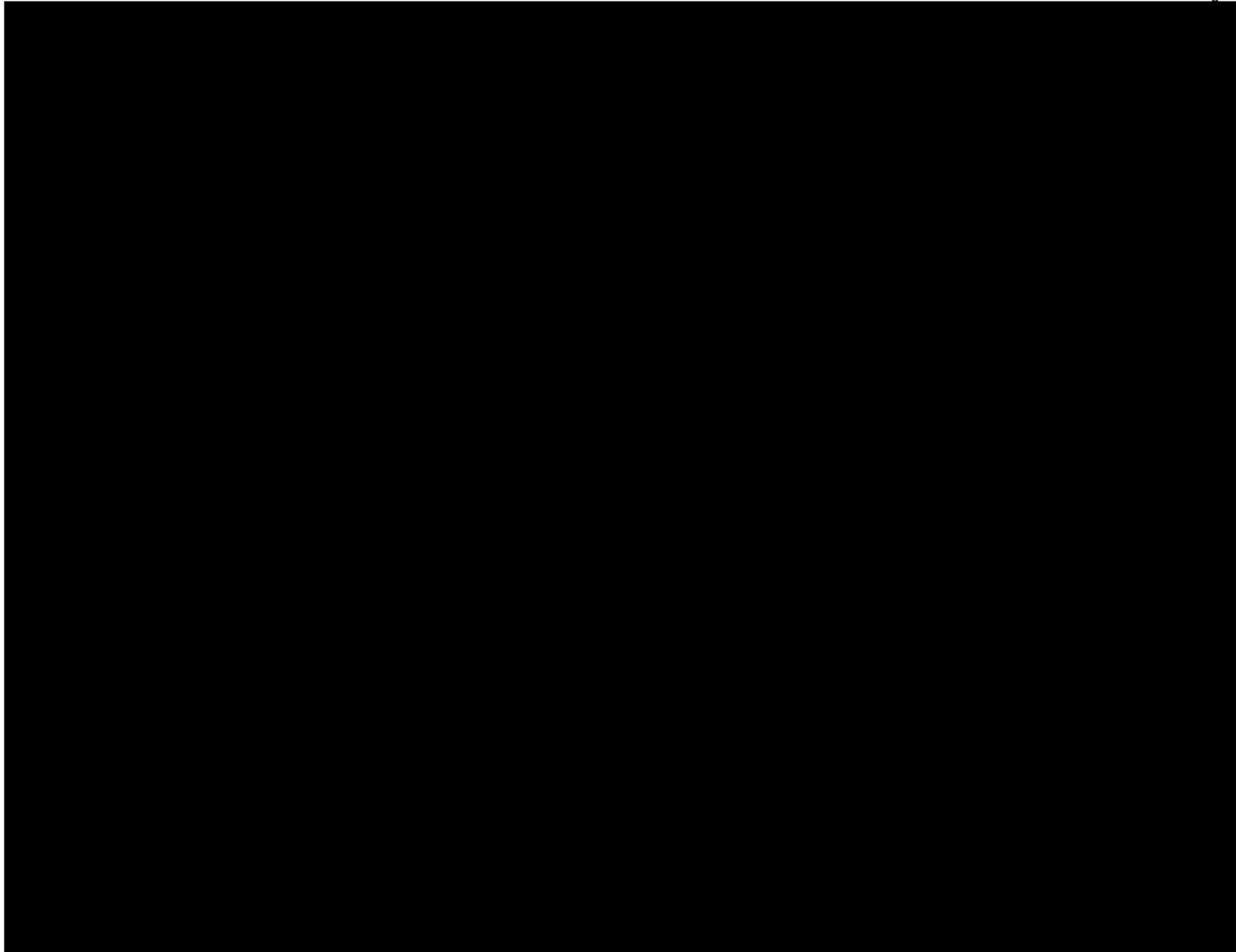
## CHANGE MANAGEMENT UPDATE (BY HOL)

- January 20, 2017 – unveiled Intranet section of Facilities Renewal Program to all employees, including:
  - Imagine Video
  - Campus Fly-through Videos
  - Top 10 Highlights
  - Have a Question
  - What's New
  - Project Steering Committee Members
  - Project Partners
  - Map of New Facilities Locations
- Employee's liking and following this section of Intranet.
- Many positive employee comments; and employee questions answered on Intranet ranging from multi-faith room, drying rooms, parking, lockers, etc.
- This information is also featured on digital screens in common areas.



## CHANGE MANAGEMENT UPDATE (BY HOL)

- March 2017 – internally communicating “construction mobilization”; a key milestone which will make this project even more real for employees; drone footage and time lapse video will be added to the Intranet section of Facilities Renewal Program in the coming weeks so that employees can view the progress of the construction.
- April 2017 – Manager, Change Management in place, reporting to Chief Human Resources Officer, to implement the change management plan for the program, as well as the change elements associated with a number of other initiatives/programs that are directly impacting employees.



Strategic Initiatives Oversight Committee Meeting - Facilities Renewal Program



Thank you

HYDRO OTTAWA HOLDING INC. REPORT  
SOCIÉTÉ DE PORTFEUILLE D'HYDRO OTTAWA INC. RAPPORT

June 6, 2017

TO/DEST. Chair and Members of the Strategic Initiatives Oversight Committee

**Agenda Item 5 – FACILITIES RENEWAL PROGRAM**

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**RECOMMENDATION**

**That the Strategic Initiatives Oversight Committee receive an update on the Facilities Renewal Program.**

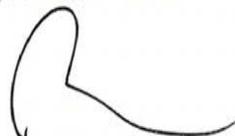
**SUMMARY**

Attached at Annex “A”, is the presentation entitled “Facilities Renewal Program” that provides an update on the work completed to date, the change management plan, and the surplus property disposition.

*Recommended by:*

  
\_\_\_\_\_  
Geoff Simpson  
Chief Financial Officer

*Approved for submission by:*

  
\_\_\_\_\_  
Bryce Conrad  
President and Chief Executive Officer



# FACILITIES RENEWAL PROGRAM SIOC REPORT

JUNE 6<sup>TH</sup>, 2017



## AGENDA

1. Executive Summary
2. Work Completed this period
3. Construction Progress
4. Site Photos
5. Schedule Status
6. Budget Status
7. Risk Management
8. Significant Opportunities
9. Next Period Look Ahead
10. Change Management Update
11. Property Disposition

## EXECUTIVE SUMMARY

- The project is on schedule and forecasted on budget
- East Campus Site Plan Approval achieved on May 11<sup>th</sup>
- Construction commenced on both sites
- East Campus excavations encountered minimal soil contamination/unknown conditions
- Sullivan team performance improving
- HOL Change Management and Operational migration planning advanced
- Employee engagement sessions for workplace visioning scheduled

■ [REDACTED]

■ [REDACTED]

## WORK COMPLETED THIS PERIOD

- 95% design submission for all buildings, HOL review completed, contractual compliance reviews (ongoing)
- East Campus Site Plan Agreement / Delegated Authority Report signed off May 11<sup>th</sup> – legal documents in progress
- Conditional Building Permit issued for East Campus
- Construction mobilization complete for East Campus – project HQ compound established
- Pre-construction surveys completed for Dynamic Compaction at East Campus – monitoring in place
- East Campus NCC/City land agreement terms closed – sunset date set for final execution of agreement
- Road Modification Agreement (RMA) design complete for East Campus
- South Campus Site Plan Approval comments received from City and responded too– minor in nature – awaiting final RVCA comments
- Sullivan’s structural sub-trades awarded and mobilizing – trade procurements continue on 95% design

## WORK COMPLETED THIS PERIOD

- Hunt Club Rd. final design (for Road Modification Agreement) complete – East Campus
- Private Drainage Agreement with adjacent land owners commenced
- Moodie Drive road improvements tendered under budget

## CONSTRUCTION PROGRESS

- East Campus
  - Mobilization, access roads, security fencing and trailer compound
  - Surveying complete for site and all buildings
  - Site grading
  - Excavation for EC1 foundations and crane base
  - Excavation and granular matt for EC2 and EC3 Dynamic Compaction
  - Dynamic Compaction for EC2 and EC3 commenced May 10<sup>th</sup>
  - Stormwater drainage swales
- South Campus
  - Clearing, stump removal and grading
  - Stormwater drainage swales
  - Test holes at building (exposed rock elevations)

## CONSTRUCTION PHOTOS – EAST CAMPUS

*EC1 Crane Base*



*EC2 Dynamic compaction*



## CONSTRUCTION PHOTOS – EAST CAMPUS

*STW drainage swale - west*



*Contaminated soil pocket*



## CONSTRUCTION PHOTOS – SOUTH CAMPUS

*Site clearing*



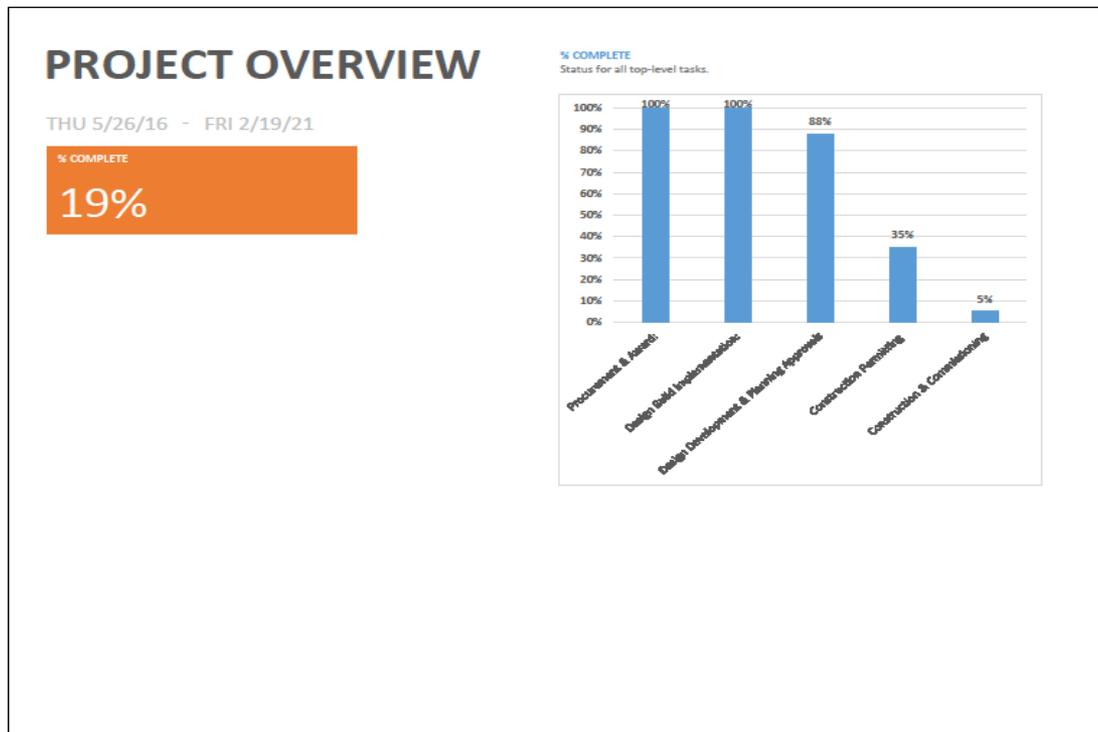
*Stumping*



*Drainage ditching*



## SCHEDULE STATUS: OVERVIEW



### Notes:

- 100% design extended to June 26<sup>th</sup> to ensure compliance accuracy
- Site Plan Approval for South Campus extended to end of June – no impact
- Construction activities on track

## SCHEDULE STATUS: MILESTONES

### Milestone Schedule Status June 2017:

Activity	Milestone Date	Status
50% Design Submission to HOL	Nov. 17-016	100% complete
Site Plan Agreement Submission	Nov. 30 -16	100% complete
75% Design Submission EC1 to HOL	Jan. 19 -017	100% complete
Building Permit Submission to City (East Campus)	Jan. 23-017	100% complete
Committee of Adjustment Hearing EC1 Height	Mar. 15-017	100% complete
75% Design Submission EC2/EC3 & SC to HOL	Mar. 23-17	100% complete
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Construction Mobilization - East Campus	Mar. 27-017	100% complete
Construction Mobilization - South Campus	Mar 27-017	100% complete
95% Design Submission to HOL	April 13-17	100% complete
Site Plan Agreement Approvals/ Early Work Permits EC	May 11-17	100% complete
Site Plan Agreement Approvals/ Early Work Permits SC	June 26-017	<i>in progress</i>
East Campus Early Occupancy	Jan-019	
Substantial Completion of DB Contract	May 2-019	
Final Completion of DB Contract	June 26-019	

## BUDGET STATUS & 95% DESIGN FORECAST

Budget Summary & Forecast May 24th, 2017:								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	95% Design Forecasted Revisions April 2017	Budget Forecast May 15th 2017	Spent to Date April 30th, 2017	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 3,101,234	\$ 5,655,292	\$ 516,200	\$ 6,171,492	\$ 1,970,534	32%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 1,389,678	\$ 60,176,994	\$ 4,274,719	7%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ -	\$ 2,014,800	\$ -	0%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ -	\$ 4,025,000	\$ -	0%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (1,905,878)	\$ 4,780,714	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,500,000</b>	<b>\$25,576,253</b>	<b>27%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$25.5M (27%) spent to date including land
- \$4.2 (7%) of Design Build contract spent to date
- \$1.38M added to contingency from post tender savings (\$6.86M from \$5.3M)
- \$1.9M (2.6%) forecasted for changes against contingency (% based on budget less land and contingency) – an increase of \$600K from last report
- \$4.8M remaining contingency (6.5% of budget – % based on budget less land and contingency) with EC soils and planning approval risks largely mitigated

## BUDGET STATUS – CHANGE CATEGORIZATION

Site Condition / Unforeseen requirement	Change Categories				Total
	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	
\$ 43,471 2.3%	\$ 213,223 11.2%	\$ 230,377 12.1%	\$ 483,808 25.4%	\$ 934,999 49.1%	\$ 1,905,878

- Total change forecast of 2.6% of the Design Build value (total budget less land and contingency) an increase of \$.6M from last report:
  - \$.4M allocated to improved operational and occupational design changes ie: \$160K for reintroduction of high bay windows in all OPS bldgs., \$105K as a forecast provision for workplace interior design, cultural and branding enhancements, \$65K for expansion of exterior storage areas and truck service access,
  - \$.2M on technology distribution/system change and site conditions
- \$4.7M of contingency remaining – which is \$.6M less than original plan.
- Change forecast based on 95% design yet finalized trade pricing remains a risk
- verTerra continues to perform costing due diligence on submitted change orders to ensure “net additional costs are charged by Sullivan, some forecasted value may decrease as a result.

## RISK MANAGEMENT: PRIMARY RISKS

Risk	Impact Level & Elements Affected	Probability	Mitigation(s)
Planning/Permit Approvals - delay to issuance and unforeseen conditions.	LOW: Budget & schedule	LOW	Risk downgraded. EC SPA secure / SC SPA near finalization
Cash In Lieu of Parkland (new condition from City Planning in Site Plan Approval )	N/A	N/A	RISK MITIGATED. City accepted exemption justification.
Unknown Site Conditions	Moderate: budget & schedule	LOW	EC soils risk minimal / SC cleared and rock as profiled. Dibblee rd. drainage being assessed.
HOL Design / Program Change	Moderate: budget	Moderate	Prevent discretionary change and assess operational justification. 95% design budget forecast covers known changes.
Sullivan Management & Team Cohesion	Moderate: budget / quality	Moderate	Maintain controlled PM regime and monitor. Escalate to Sr. Management as needed.
Sullivan Sub-trade pricing risk	Moderate: quality & budget	Moderate	Design Cost verifications by MSSL. Assess trade change requests / shop drawing compliance and change pricing.
Technology Change (HOL Managed Works)	Moderate: budget	HIGH	Advance market research, trending. Accurate forecasting.

## HOL PROGRAM OPPORTUNITIES

Opportunity	Benefit(s)	Timing
Reintroduce deferred VE Programs, specifically the East Campus Training Centre & South Campus Back-Up Control Centre	Avoids capital investment in Bank St., facility – [REDACTED] [REDACTED] Consolidates operations further.	[REDACTED] Decision by Q4 017 for 2018 implementation.
Assess Real Estate Facilities Outsourcing	Reduce long term opex and leverage market competition	2018
Integration of HO's operational history into the design and branding of the new facilities, specifically ECI.	Embeds HOL's cultural history with new – pride in place benefit and employee engagement opportunity	In progress with Change Management
Define and celebrate key Program Milestones	Enhance project team cohesion, increase staff engagement and awareness. Celebrate Safety and Community contribution.	No restriction

## NEXT QUARTER LOOK AHEAD

ACTIVITY	BY
Finalize Site Plan Control Agreements – South Campus	MSSL/VTC
95 & 100% Design Completion (Issued for Construction drws.)	MSSL
Construction Permits – EC conditionally approved / SC in progress	MSSL
Construction: EC1 / EC2 / EC3 & SC <ul style="list-style-type: none"> <li>• Civil works, clearing, grading, fencing</li> <li>• Excavation</li> <li>• Complete dynamic compaction EC2 and EC3</li> <li>• Tower Crane erection (EC1)</li> <li>• Concrete work (foundations/ lower lever EC1/EC2/EC3)</li> </ul>	MSSL
Execute NCC / City land Shared Access Rd. definitive agreements – sunset date now set	HOL Legal
Release Furniture RFP (deferred to permit Employee Engagement sessions)	HOL/VTC
Finalize East Campus Road Modification Agreement	MSSL/VTC
Close HOL/CLV Cost Sharing for East Campus Access Rd. & Main Intersection	HOL/VTC
Moodie Dr. RoadWay Improvements for South Campus	HOL/VTC
Install Project Development Signs	HOL/MSSL
Advance East Campus Lobby Design	HOL/VTC
Finalize HOL Solar, Exterior Lighting and Signage designs (Cash Allowances)	HOL/VTC

## CHANGE MANAGEMENT UPDATE

Update provided by Hydro Ottawa



## STRATEGIC THEMES



## TWO-WAY COMMUNICATION AND INFORMATION SHARING

- HydroBUZZ (Intranet) key vehicle\*
  - Imagine Video
  - Campus Fly-through Videos
  - Top 10 Highlights
  - Have a Question
  - What's New
  - Project Steering Committee Members
  - Project Partners
  - Map of New Facilities Locations
  - Drone Footage
  - Coming Shortly – Time Lapse Video



\*Select information also on digital screens in common areas

## ENGAGEMENT AND CONSULTATION Q2 AND Q3, 2017

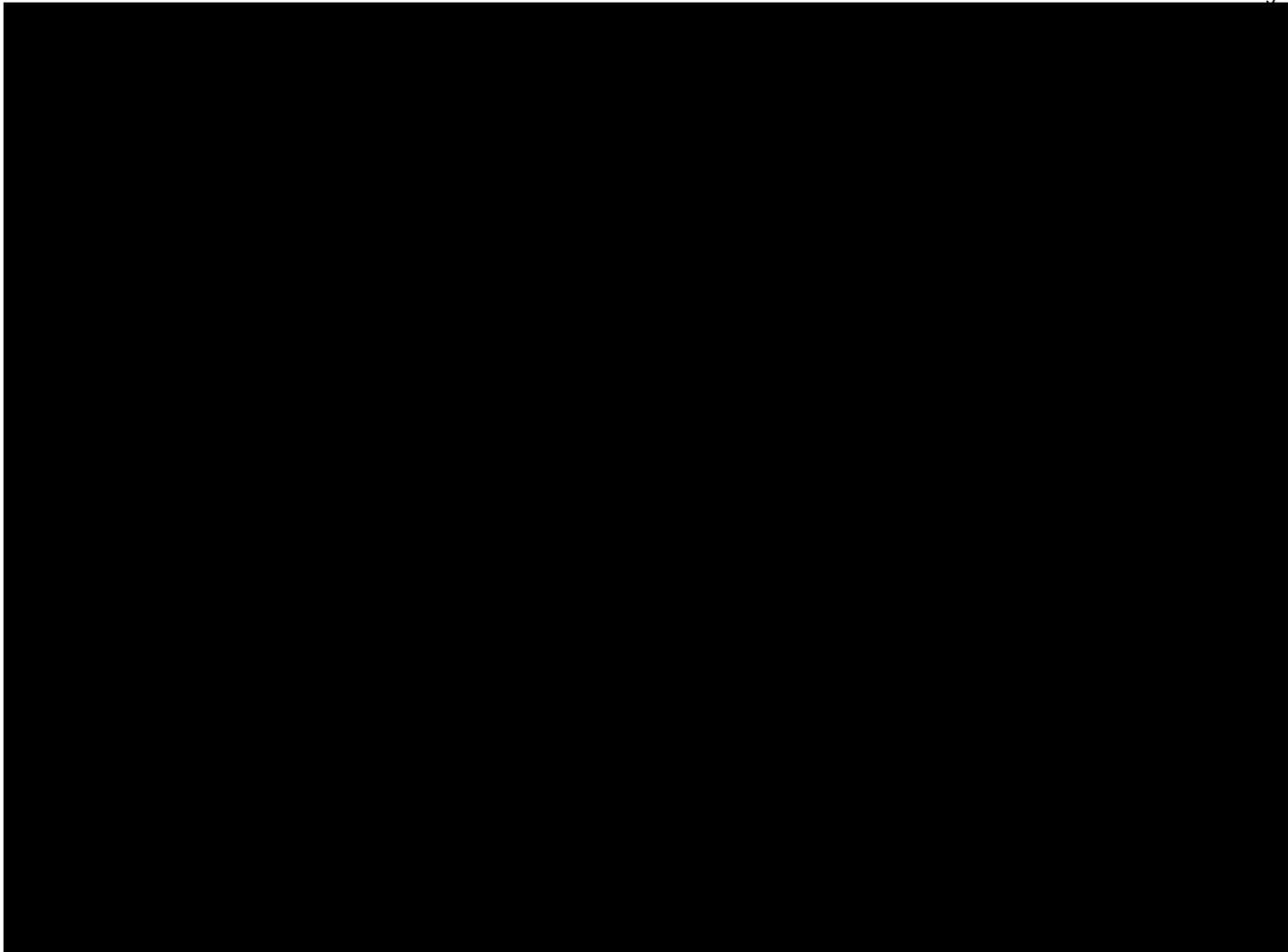
SUBJECT	APPROACH
Tours of Ottawa-area Workplaces of Tomorrow	<ul style="list-style-type: none"> <li>With 3 key front-line influencers – Designer, CAD Tech, Senior Billing Agent</li> </ul>
<i>Envisioning the Workplace of Tomorrow*</i> – review and discuss evolving trends in workplace design and the possibilities for Hydro Ottawa	<ul style="list-style-type: none"> <li>6-7 focus groups by functional areas</li> <li>10-12 employees/focus group</li> <li>Supervisor-level and below</li> </ul>
Food Services* – review and discuss current trends and practicalities, and provide insight into desired menu offerings and food services options	<ul style="list-style-type: none"> <li>Two-part focus group; 10-12 employees</li> <li>Between sessions gather feedback from colleagues and share insights</li> </ul>
Fitness Spaces	<ul style="list-style-type: none"> <li>All-employee survey</li> </ul>
Multi-Faith Room*	<ul style="list-style-type: none"> <li>Working Group – also aligned with Diversity &amp; Inclusion Plan</li> </ul>
Alumni Room	<ul style="list-style-type: none"> <li>Facilitated by Retiree Association President &amp; Secretary/Treasurer</li> </ul>

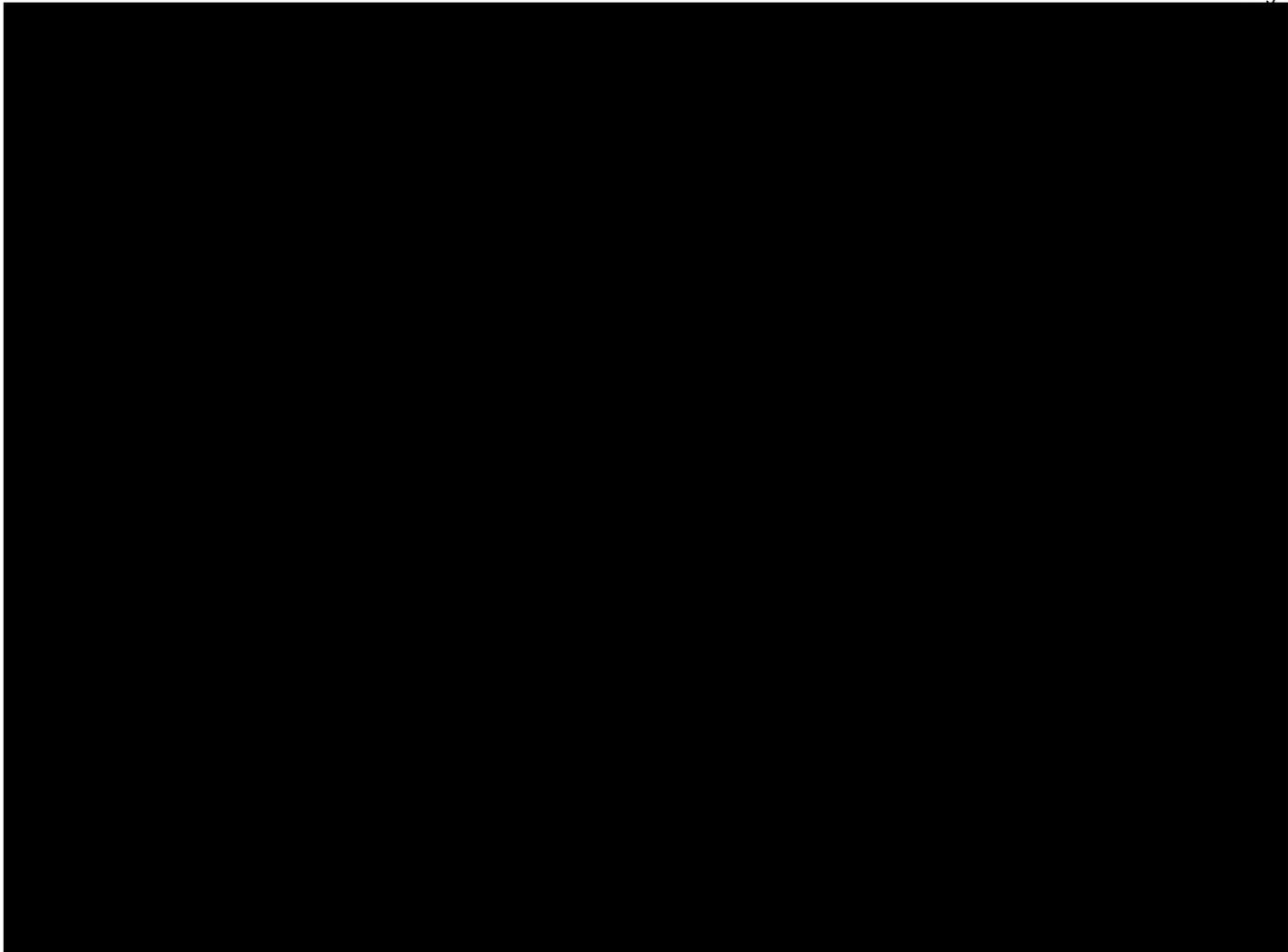
\*Call-out for volunteers; will ensure appropriate representation

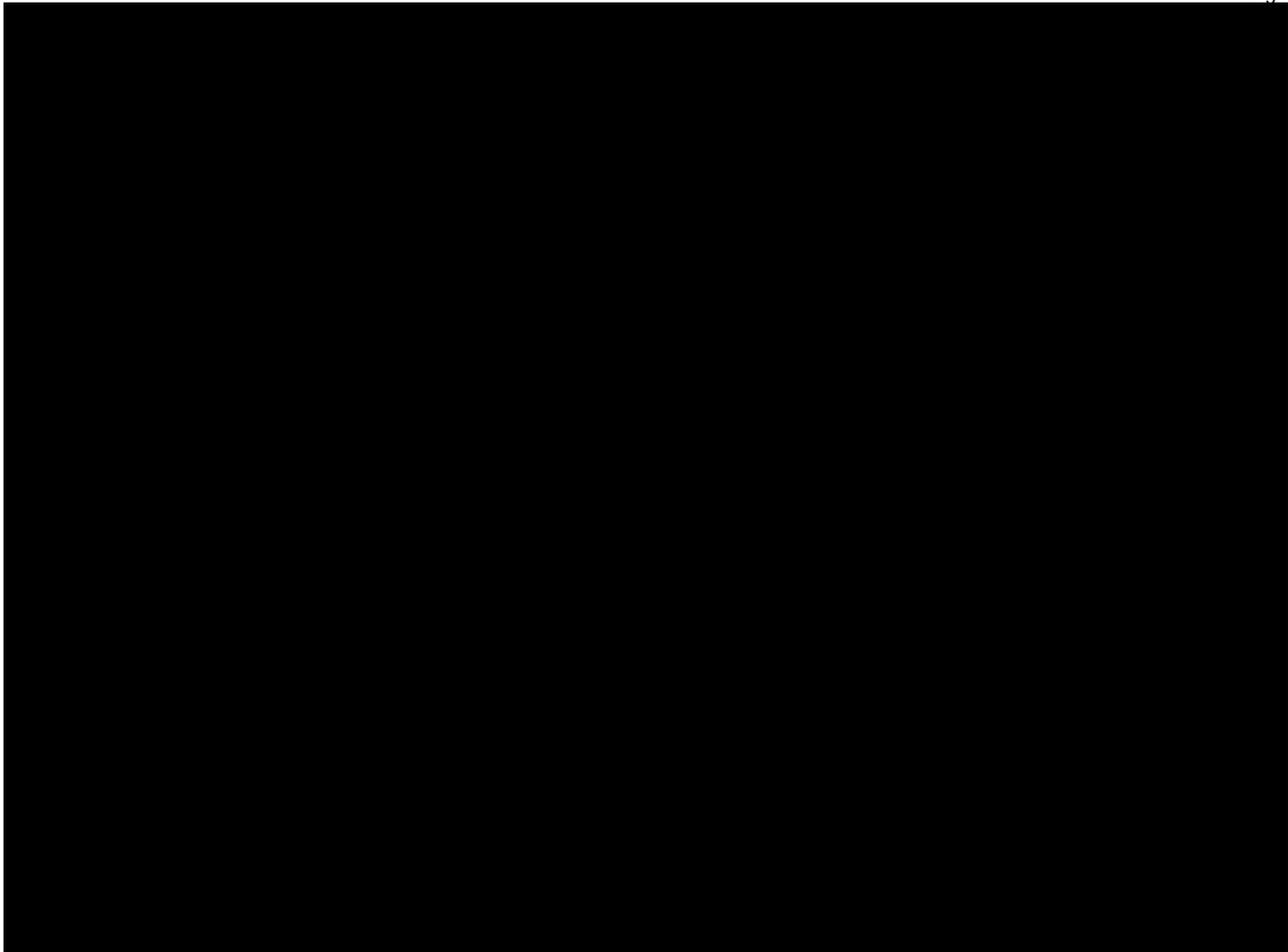
## PROPERTY DISPOSITION STATUS UPDATE

Update provided by Hydro Ottawa











Thank you



## FACILITIES RENEWAL PROGRAM

SIOC REPORT

SEPTEMBER 7<sup>TH</sup>, 2017



COMMERCIALY CONFIDENTIAL- FOR HOL BOARD USE ONLY

## AGENDA

1. Executive Summary
2. Work Completed this period
3. Construction Progress
4. Site Photos
5. Schedule Status
6. Budget Status
7. Risk Management
8. Significant Opportunities
9. Next Period Look Ahead
10. Change Management Update
11. Property Disposition

## EXECUTIVE SUMMARY

- Project is on schedule and remains on budget but contingency has been significantly reduced due to City of Ottawa DC charge reversal and East Campus contaminated soils – deferred program reintroduction now not recommended
- East Campus construction in full gear with all building permits secured
- 100% design completed
- HOL commenced planning for permanent power distribution upgrades at East Campus.
- Enbridge Gas unexpected cost exposure realized to bring new service to East Campus
- SC SPA delayed – new MTO and City requirements – no HOL or schedule risk.
- Project Management and Sullivan teams expanded and performing well
- HOL operational and change management requirements, planning, and integration with construction critical
- Property disposition progressing well for both Albion and Merivale

## WORK COMPLETED THIS PERIOD

- 100% design and IFC (issued for construction) drawings submitted for all buildings, HOL/VTC final contractual compliance review in progress
- East Campus Building Permits issued and ECI structural concrete now +20% complete (+1000m<sup>3</sup> of concrete poured in July alone)
- East Campus NCC/City land easement title registration commenced
- East Campus traffic and street lighting design finalized
- East Campus shared access road design approved by CLV
- Private Drainage Agreement with adjacent land owners completed by legal – HOL needs to execute with adjacent land owners
- South Campus Site Plan Approval delayed by MTO second review comments – responded to Aug. 22 by Sullivan
- South Campus Moodie Dr., road improvements completed
- South Campus main access road commenced

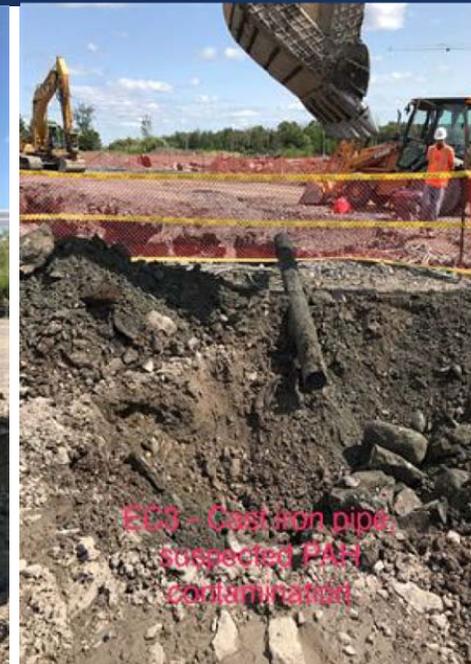
## CONSTRUCTION PROGRESS PHOTOS – EAST CAMPUS ECI



## CONSTRUCTION PROGRESS PHOTOS – EAST CAMPUS – EC2 FOOTING EXCAVATION



## CONSTRUCTION PROGRESS PHOTOS – EAST CAMPUS: CONTAMINATED SOILS



## CONSTRUCTION PROGRESS PHOTOS – SOUTH CAMPUS (SITE CLEARED)



## SCHEDULE STATUS: OVERVIEW



### Notes:

- 100% design complete
- Site Plan Approval for South Campus delayed – forecast to mid-Sept 017
- Construction activities on track, if not ahead

Strategic Initiatives Oversight Committee Meeting - Facilities Renewal Program

## SCHEDULE STATUS: MILESTONES

Activity	Milestone Date	Forecast Date	Status
50% Design Submission to HOL	Nov. 17, 2016	-	100% complete
Site Plan Agreement Submission	Nov. 30, 2016	-	100% complete
75% Design Submission EC1 to HOL	Jan. 19, 2017	-	100% complete
Building Permit Submission to City (East Campus)	Jan. 23, 2017	-	100% complete
Committee of Adjustment Hearing EC1 Height	Mar. 15, 2017	-	100% complete
75% Design Submission EC2/EC3 & SC to HOL	Mar. 23, 2017	-	100% complete
Building Permit Submission to City (South Campus)	Mar. 24, 2017	-	100% complete
Construction Mobilization - East Campus	Mar. 27, 2017	-	100% complete
Construction Mobilization - South Campus	Mar. 27, 2017	-	100% complete
95% Design Submission to HOL	Apr. 13, 2017	-	100% complete
Site Plan Agreement Approval - East Campus	3-May-17	-	100% complete
Building Permits - East Campus	Jun. 14, 2017	-	100% complete
Site Plan Approval - South Campus	Jun. 26, 2017	<b>Sept. 15-017</b>	<b>revised date - delayed</b>
Building Permit - South Campus	Jul. 7, 2017	<b>Sept 30-017</b>	<b>revised date - delayed</b>
100% Design Completion (all buildings)	Aug. 4, 2017	Aug 3-017	100% complete
EC1- Concrete Structure Complete (Topped Off)	Dec. 14-17		21% complete
EC1- Enclosed (Watertight)	Mar. 26-017		
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18		
EC Solar Array	Jan. 10-19		
EC2 Pre-Eng Garage Structure	Nov.2-017		
EC2 Enclosed (Watertight)	Aug. 8-017		
EC3 Pre-Eng Bldg. Structure	Nov. 13-017		
EC3 Enclosed (Watertight)	Dec. 11-017		
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018		
SC Structure Enclosed (Watertight)	Oct. 24-018		
SC Solar Array	Jan. 15-019		
East Campus Early Occupancy	Jan. 2019		
HOL Fit-Up ( Control Rm /IT) & Migration	Jan-June-019		
Substantial Completion of DB Contract (EC & EC)	May 2, 2019		
Final Completion of DB Contract	Jun. 26, 2019		
HOL Operational	Jul. 2, 2019		

## BUDGET STATUS & 100% DESIGN FORECAST

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	100% Design Forecast update Aug. 23 2017	Budget Forecast Aug.29th, 2017	Spent to Date July 31st 2017	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 3,101,234	\$ 5,655,292	\$ 2,445,221	\$ 7,914,385	\$ 2,364,831	30%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 3,272,868	\$ 62,060,184	\$ 7,119,638	11%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ -	\$ 2,014,800	\$ -	0%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (325,000)	\$ 3,700,000	\$ -	0%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (5,538,089)	\$ 1,148,503	\$ -	0%
	Totals	\$ 95,818,483	\$ 681,517	\$ 96,500,000		\$ 96,168,872	\$ 28,815,469	30%
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		
				Budget less land/contingency		\$ 76,020,497		
				Remaining Contingency %		1.51%		

- \$28.8M (30%) spent to date including land
- \$7.1 (12%) of Design Build contract spent to date
- \$1.38M added to contingency from post tender savings (\$6.86M from \$5.3M)
- \$5.5M now forecasted for changes against – an increase of **\$3.6M** from last report
- \$1.15M remaining contingency (1.5% of budget – % based on budget less land and contingency)

## BUDGET STATUS – CHANGE CATEGORIZATION

Site Condition / Unforeseen requirement	Change Categories				Total
	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	
\$ 1,449,599	\$ 1,920,251	\$ 178,055	\$ 749,807	\$ 1,240,377	\$ 5,538,089
26.2%	34.7%	3.2%	13.5%	22.4%	

- \$5.5M now forecasted for changes against – an increase of **\$3.6M** from last report
  - \$1.9M for development charges
  - \$1.2M forecast for contaminated soils @ EC (field testing ongoing)
  - \$ 0.2M for Enbridge Gas – in discussions with Enbridge
  - \$ 0.25 for 4<sup>th</sup> Floor Control room – Sullivan final pricing under review
  - Balance of increase dispersed over all categories
- \$1.15M remaining contingency (1.5% of budget – % based on budget less land and contingency)
- Change forecast based on 100% design and IFC drawings
- \$0.5M of submitted cost changes under review by verTerra
- Review of further cost mitigations ongoing with HOL
- verTerra continually performs costing due diligence on submitted change orders to ensure “net additional costs are charged by Sullivan.

## RISK MANAGEMENT: PRIMARY RISKS

Risk	Impact Level & Elements Affected	Probability	Mitigation(s)
Unknown Site Conditions	Budget: HIGH Schedule - Moderate	HIGH	Probability increased due to EC contaminated soils and SC water well risk.
HOL Design / Program and Operational Change	Budget: HIGH Schedule: HIGH	HIGH	Prevent discretionary change and assess operational justification. 100% design budget forecast covers known changes. Do after occupation.
Sullivan Sub-trade pricing risk	Budget: HIGH Schedule: LOW Quality: Moderate	HIGH	Design Cost verifications by MSSSL. Assess trade change requests / shop drawing compliance and change pricing. Conduct continuous value engineering
HOL Change Management & Operational Integration	Budget: HIGH Schedule: HIGH	HIGH	Advanced planning and requirement definition and scheduling.
Regulatory Approvals	Budget: Low Schedule : Low	LOW	SC SPA and Building permit remain – Sullivan at risk

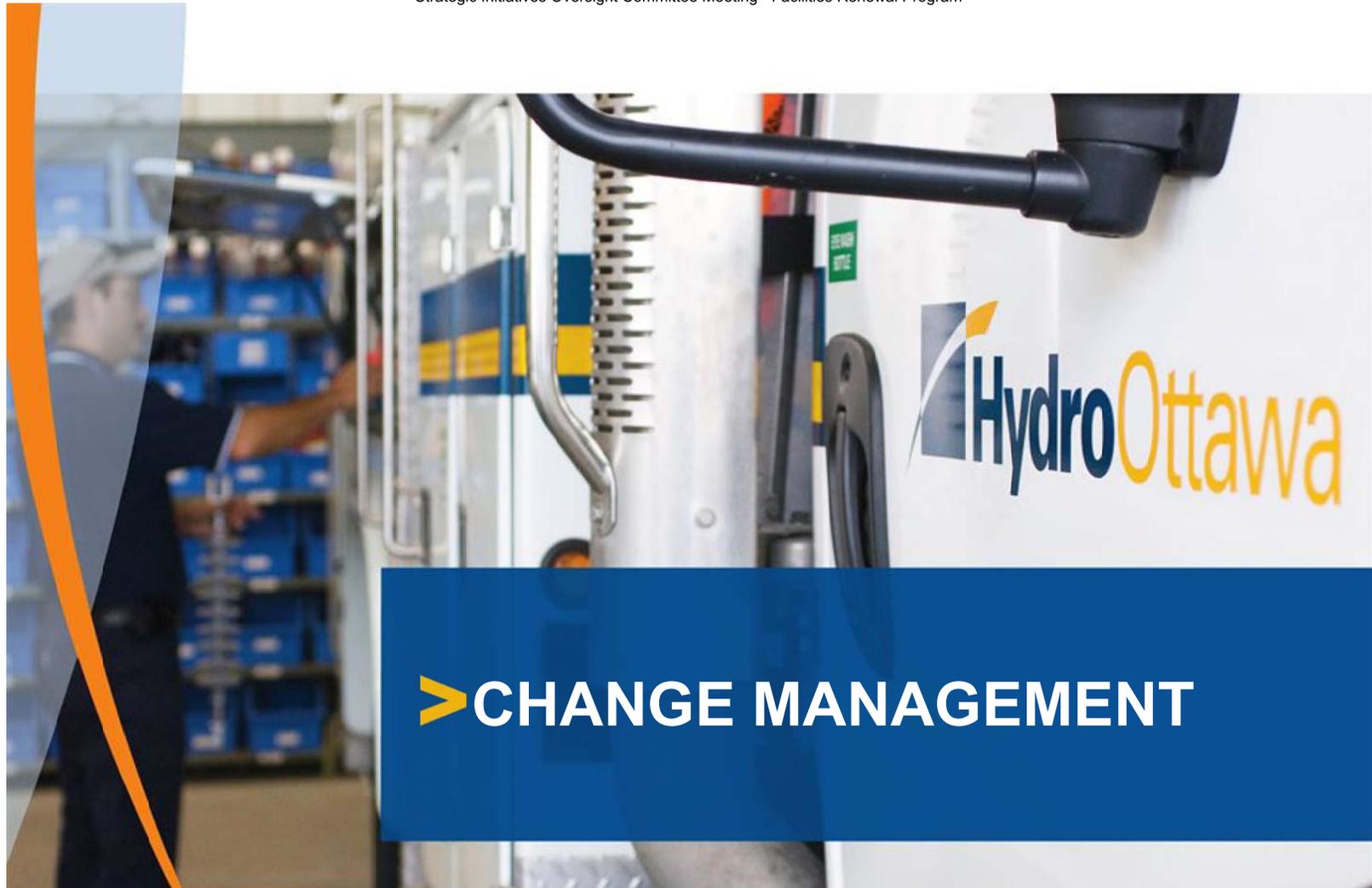
## HOL PROGRAM OPPORTUNITIES

Opportunity	Benefit(s)	Timing
Dispose of existing properties	Alleviation and avoidance of financial exposure	In progress
Assess Real Estate Facilities Outsourcing	Reduce long term opex and leverage market competition	2018
Integration of HO's operational history into the design and branding of the new facilities, specifically ECI.	Embeds HOL's cultural history with new – pride in place benefit and employee engagement opportunity	In progress with Change Management
Define and celebrate key Program Milestones	Enhance project team cohesion, increase staff engagement and awareness. Celebrate Safety and Community contribution.	No restriction

## NEXT QUARTER LOOK AHEAD

ACTIVITY	BY
Finalize review of 100% design and validate change forecast / conduct Value Engineering session as required.	HOL/VTC/Sullivan
Develop master HOL Change Management and Operational Integration plan and schedule	HOL/VTC
Finalize Site Plan Control Agreement and Building Permit– South Campus	Sullivan /VTC
Complete EC1 structure	Sullivan
Erect EC3 structure and enclose	Sullivan
Continue EC civil works	
Close NCC / City land Shared Access Rd. / registration of easement	HOL Legal
Release Furniture RFP (deferred to permit Employee Engagement sessions)	HOL/VTC
Close HOL/CLV Cost Sharing for East Campus Access Rd. & Main Intersection	HOL/VTC
Advance East Campus Lobby Design	HOL/VTC
Approve HOL Solar, Exterior Lighting and Signage designs (Cash Allowances)	HOL/VTC

Strategic Initiatives Oversight Committee Meeting - Facilities Renewal Program



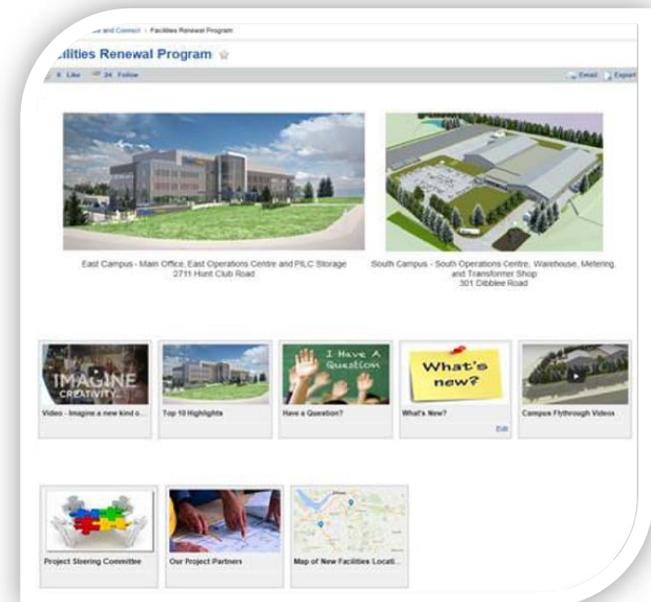
## ENGAGEMENT AND CONSULTATION

- [Facilities Renewal Program Intranet Page](#)
- Site Visits with front-line employees and Organization Change Management Committee members:
  - Canada Revenue Agency, Place de Ville
  - Brookfield Renewable, Gatineau
  - MD Financial Management, Alta Vista
- *Envisioning the Workplace of Tomorrow* Focus Groups
- Interior Design Focus Group
- Food Services Focus Group
- Fitness and Wellness On-line Survey
- Operations *Day in a Life* Focus Group
- Management Information Session

## INFORMATION AND TWO-WAY COMMUNICATION

### HydroBUZZ (Intranet) key vehicle\*

- Imagine Video
- Campus Fly-through Videos
- Top 10 Highlights
- Have a Question
- What's New
- Project Steering Committee Members
- Project Partners
- Map of New Facilities Locations
- Drone Footage
- Recently Added – Construction Progress Picture Timeline
- Coming Shortly – Time Lapse Video



\*Select information also on digital screens in common areas

## HYDROBUZZ – UNIQUE VIEWS – 2017

	Unique Page Views by Month						
	Jan	Feb	Mar	Apr	May	Jun	Jul
Facilities Renewal Program Intranet Home Page	511	223	224	231	214	283	229
Facilities Renewal Program – Subpages							
What's New?							
• New Section on HydroBuzz		331	104				
• Start of Construction			253	256			
• Bird's Eye View					365		
• Have Your Say					336	29	274
Campus Fly Through Videos	390	104	52	33			
Video - Imagine a new kind of workplace	83	20	26	24			
Project Partners	82						
Top 10 Highlights	312		54		39	37	
Map of New Facilities Locations	390	35	27	19			
Have a Question?	269	141	103	103	96	182	85
Construction Photo Timeline							428
Campus Breakdown							195

## **ENVISIONING THE WORKPLACE OF TOMORROW FOCUS GROUPS**

- Seven two-hour facilitated focus groups, by functional groupings, in June 2017 with a total of approximately 75 employees at and below the supervisor level, who will be moving into the Main Office at the East Campus
- Purpose of focus groups was to:
  - Educate and inform employees on current drivers and trends in workplace design and introduce new workplace standards and space use
  - Seek employee input on the design of different workplace settings
  - Gather feedback on the specific aspects of the new facilities employees are most excited about, and what they are concerned about
  - Engage those employees who will be most impacted by the new open work environment in the discussion of what their future workspaces could look like

## OPERATIONS DAY IN A LIFE FOCUS GROUP

- One two-hour facilitated focus group, in August 2017, with approximately 12 front-line trades employees
- Purpose of focus group was to provide an opportunity to:
  - View the high level designs for both the East Campus and the South Campus
  - Look at some of the more specific areas the employees will encounter in their typical day, as well as the common shared spaces such as the cafeteria, kitchenettes and fitness facilities at each of the Campuses
  - Gather feedback on the specific aspects of the new facilities employees are most excited about, and what they are concerned about

## MANAGEMENT INFORMATION SESSION

- To bring those at the Manager-level and above up to speed on what was shared and heard in focus groups, and to discuss how we continue to support the change leading up to the 2019 move
- Provided an overview of the site plans and the technology plan
- Involved a facilitated discussion of their role as change leaders with this program and the supports/resources they will need to be successful
- Included information for Managers to address and “demystify” key concerns identified in focus groups

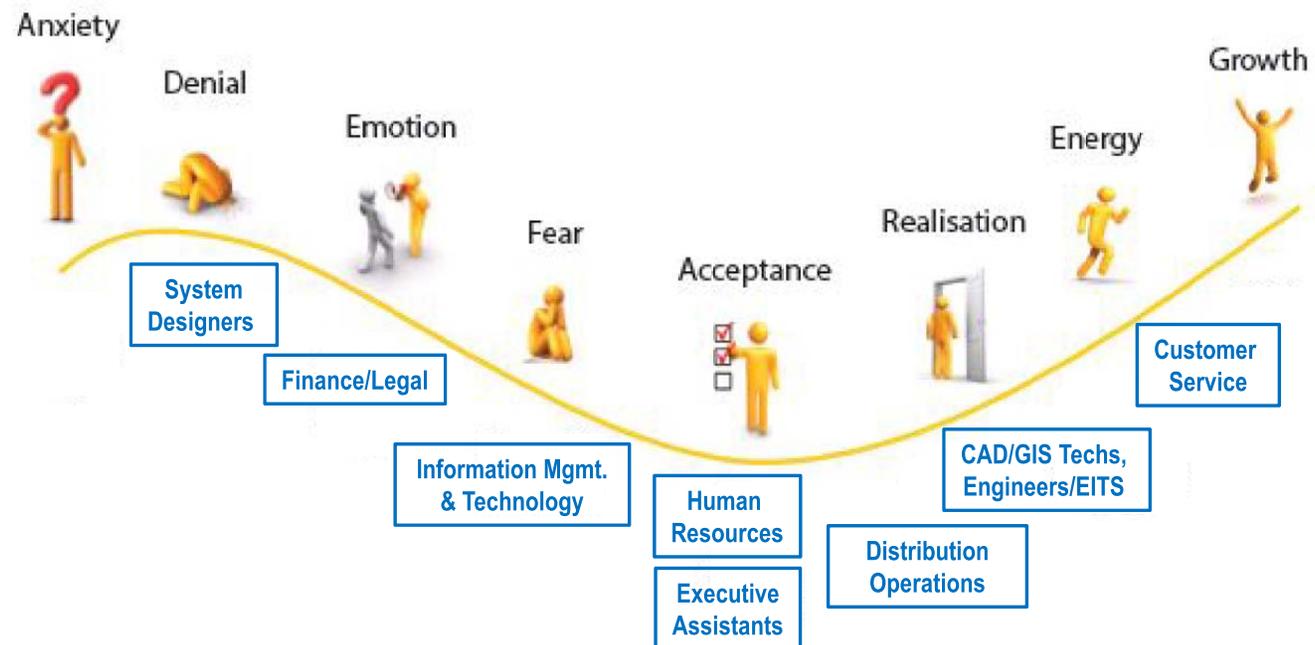
## OVERALL WHAT EMPLOYEES ARE EXCITED ABOUT

- Natural light and a connection to the outdoors
- Collaboration spaces and social hubs
- New, clean, environmentally friendly sustainable buildings
- Open, modern work environment
- Flexibility and mobility of work spaces
- New technology throughout the building
- Cafeteria
- Fitness centre
- Co-location of employees and teams in one facility

## OVERALL WHAT EMPLOYEES ARE CONCERNED ABOUT

- Noise in an open work environment
- Privacy
- Size of workstations
- Building location (including limited public transit access and bike lane options, as well as road access from, and traffic on, Hunt Club Road)
- Availability of parking
- Storage (including for PPE, FR clothing, personal coats and boots, and equipment)
- Ergonomics
- Technology integration

## THE CHANGE CURVE – WHERE ARE WE?

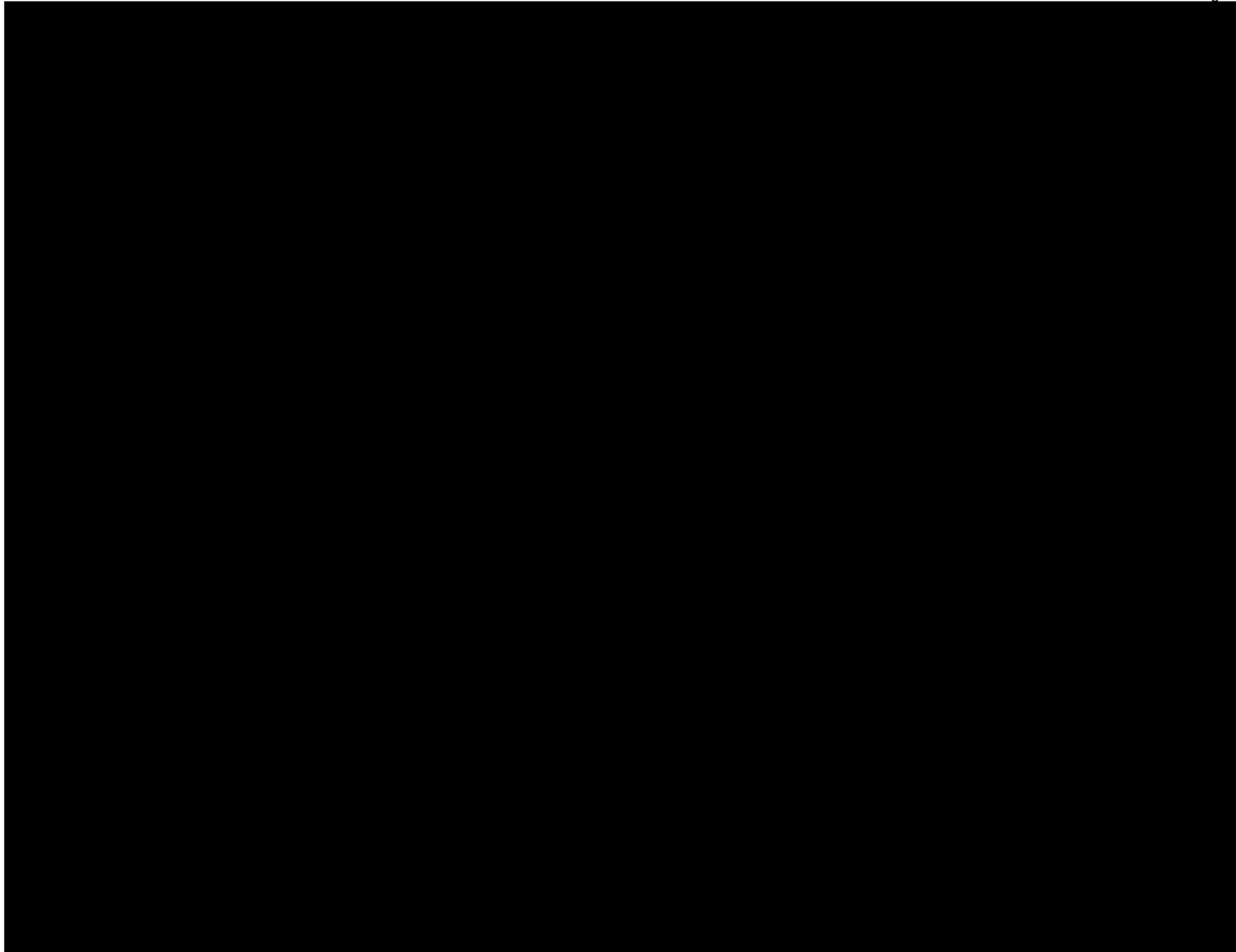


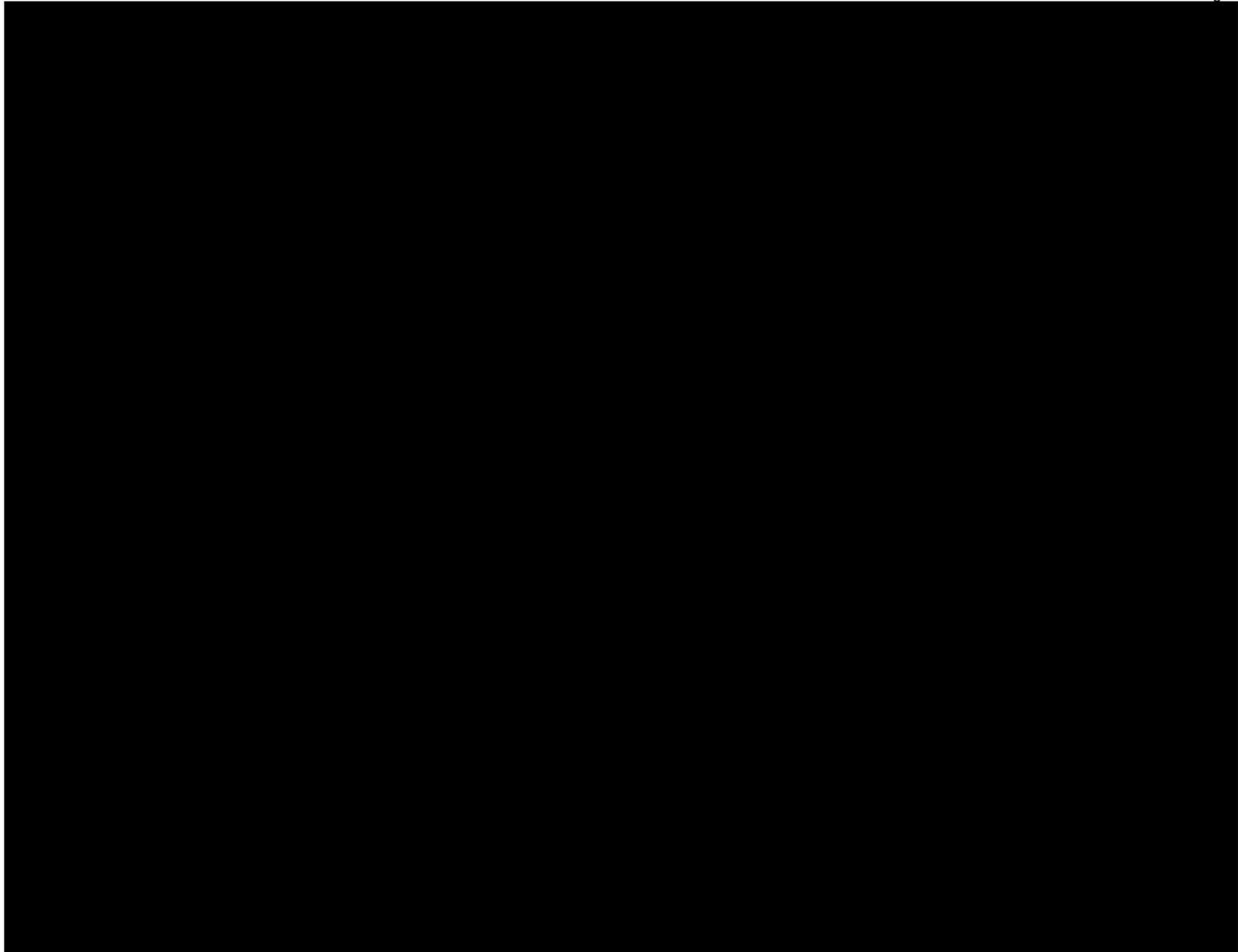
Everyone moves through the phases of change at their own speed. In order to depict which groups may need additional change management support as we move towards 2019, the functional groups have been plotted on a change curve based on the discussions, emotions and concerns raised in each focus group.

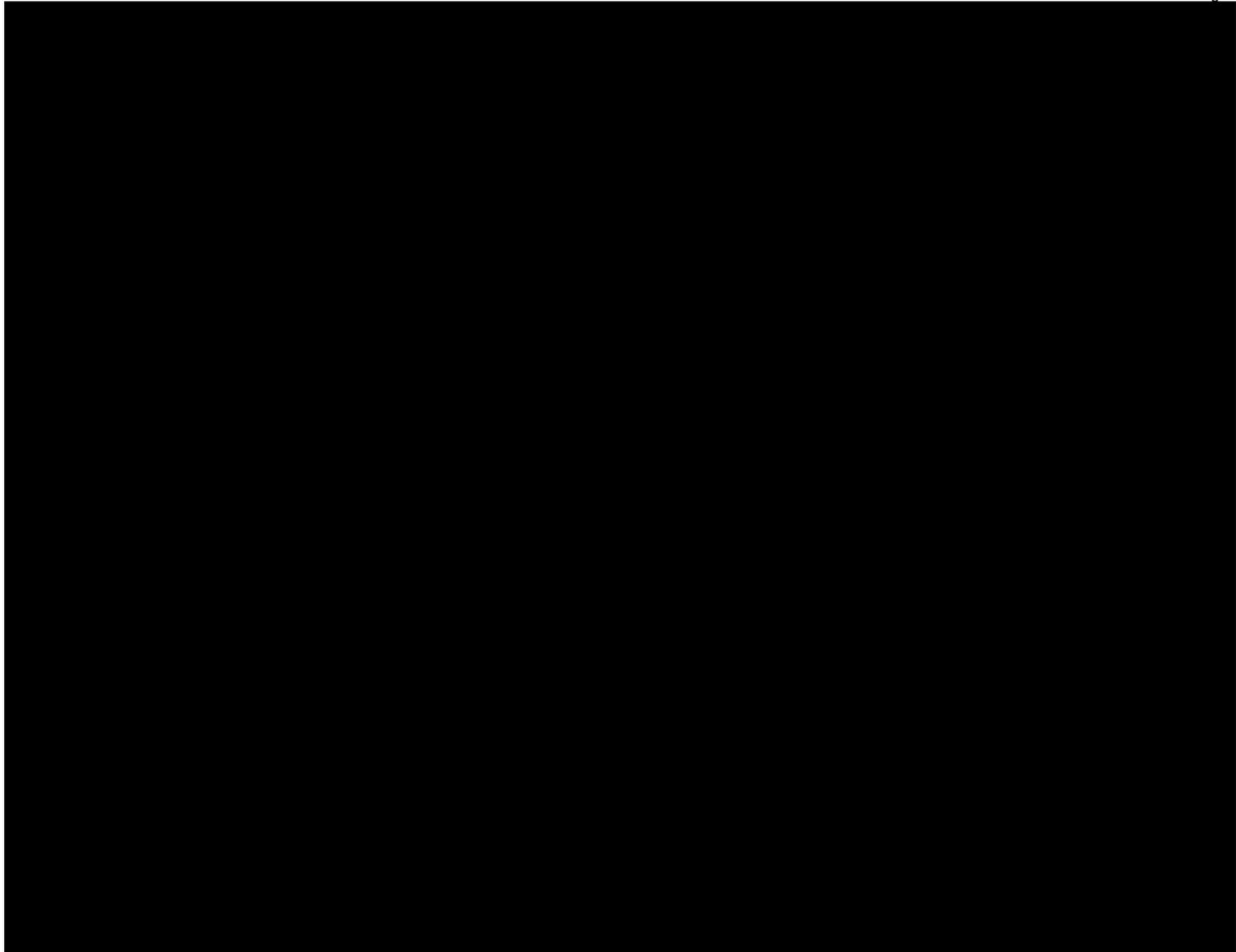
## UPCOMING ENGAGEMENT ACTIVITIES

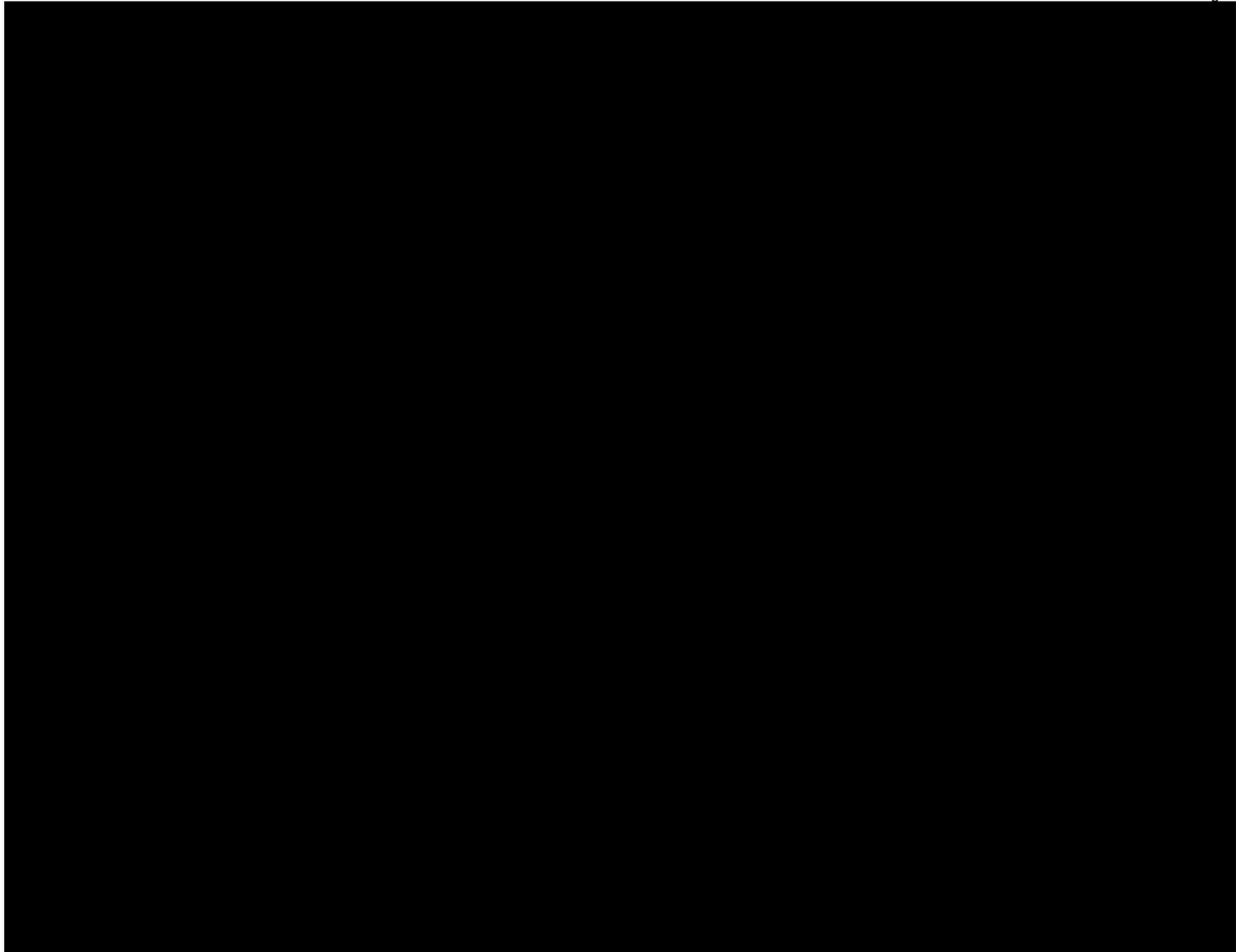
Over the coming months we have many more opportunities planned to engage employees in “shaping” our new facilities

- Multi-faith Room Focus Group
- Post Survey Fitness and Wellness Focus Groups
- Purge Parties
- Neighbourhood Planning
- Interactive Furniture Displays
- Time Capsule
- Naming Scheme for Meeting Rooms and Shared Spaces
- And, more to come as we progress closer to the move









Strategic Initiatives Oversight Committee Meeting - Facilities Renewal Program

Thank You



# > FACILITIES RENEWAL PROGRAM

Hydro Ottawa Holding Inc.  
Board of Directors SIOC Committee

November 15, 2017

privileged and confidential





## > DESIGN BUILD UPDATE

## Status Update

- On budget and ahead of schedule; early completion confirmed by Sullivan (total completion May 2019 - 2 months ahead)
- Program 32% complete; construction 21% complete (October 31st, 2017)
- Zero lost time accidents over 240 days worked
- East Campus Approvals completed; South conditionally approved
- South Campus mobilization – foundations commenced
- Contaminated soils 90% mitigated on East Campus
- Project Team working well on all aspects of program
- Migration framework plan established with Disposition

## Budget

- \$1.4M Tender savings – increased contingency
- Total program 32% complete; Construction 21% complete
- Forecast on budget
- \$1.8M in contingency remaining – insufficient to reintroduce deferred Program Scope
  - +\$.3M increase since Nov. 2<sup>nd</sup> report (physical and electronic security)
- Open Design Areas under development

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	100% Design Forecast update Aug. 23 2017	Forecasted Revisions Nov. 6th, 2017	Spent to Date Oct 31st, 2017	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 3,101,234	\$ 5,655,292	\$ 2,431,251	\$ 7,900,415	\$ 2,565,286	32%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 3,064,048	\$ 61,851,364	\$ 12,680,666	21%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ -	\$ 2,014,800	\$ -	0%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (325,000)	\$ 3,700,000	\$ -	0%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (4,888,141)	\$ 1,798,451	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,596,030</b>	<b>\$ 34,576,952</b>	<b>36%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$2.6M expended on unforeseen/regulatory changes
- \$2.3M allocated to Operational Improvements, Safety, Technology and Security
- Hydro Ottawa program design changes incorporated in 100% design

Change Categorization					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 549,659	\$ 1,930,251	\$ 85,650	\$ 977,204	\$ 1,345,377	\$ 4,888,141
11.2%	39.5%	1.8%	20.0%	27.5%	

## Key Risks and Mitigations

Risk	Impact Level & Elements Affected	Probability	Mitigation(s)
HOL Change Management & Operational Integration Dynamics	Budget: HIGH Schedule: HIGH	HIGH	Merivale retention until Fall 019 allows Albion disposition w/o operational risk. Advance loading of warehouse and operational fleet prior to move.
HOL Design / Program and Operational Change	Budget: HIGH Schedule: HIGH	HIGH	Prevent discretionary change and assess operational justification. 100% design budget forecast covers known changes. Do after occupation.
Sullivan Sub-trade pricing risk	Budget: HIGH Schedule: LOW Quality: Moderate	HIGH	Design Cost verifications by MSSL. Assess trade change requests / shop drawing compliance and change pricing. Conduct continuous value engineering
Unknown Site Conditions	Budget: Moderate Schedule -Low	Moderate	Probability reduced (EC soil retention plan successful). SC well risk potential (low with risk transfer).
Regulatory Approvals	Budget: Low Schedule : Low	LOW	All Permits now in place or in progress.

## Migration Strategy

### Phase 1

- Technology, Communications & Security Systems
- Facility Services

### Phase 2

- East Campus System Control Centre
- South Campus Warehousing, Transformers & Metering

### Phase 3

- Field Operations
- Staff Relocations





## Site Photos – East Campus



## Site Photos – South Campus

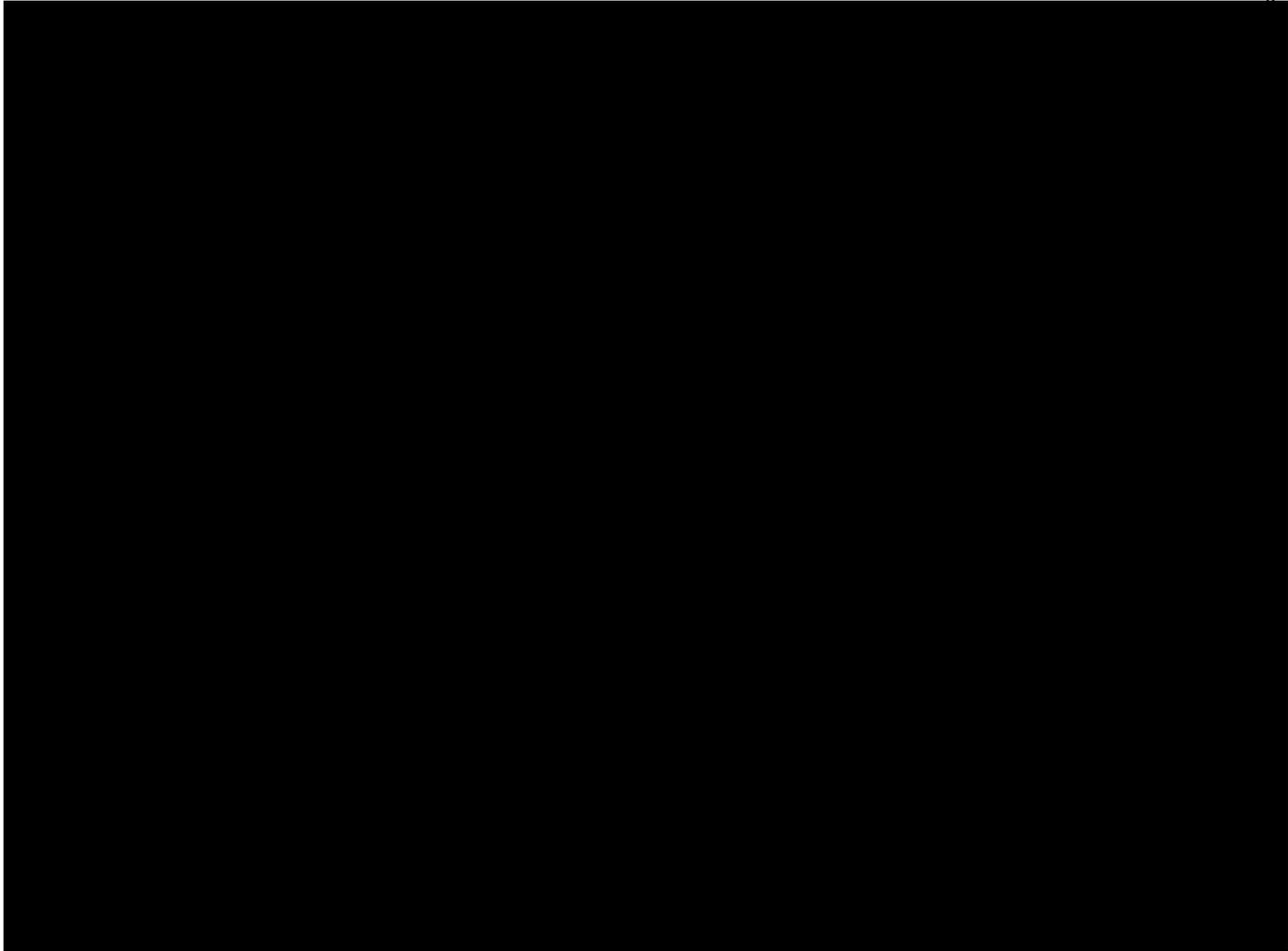


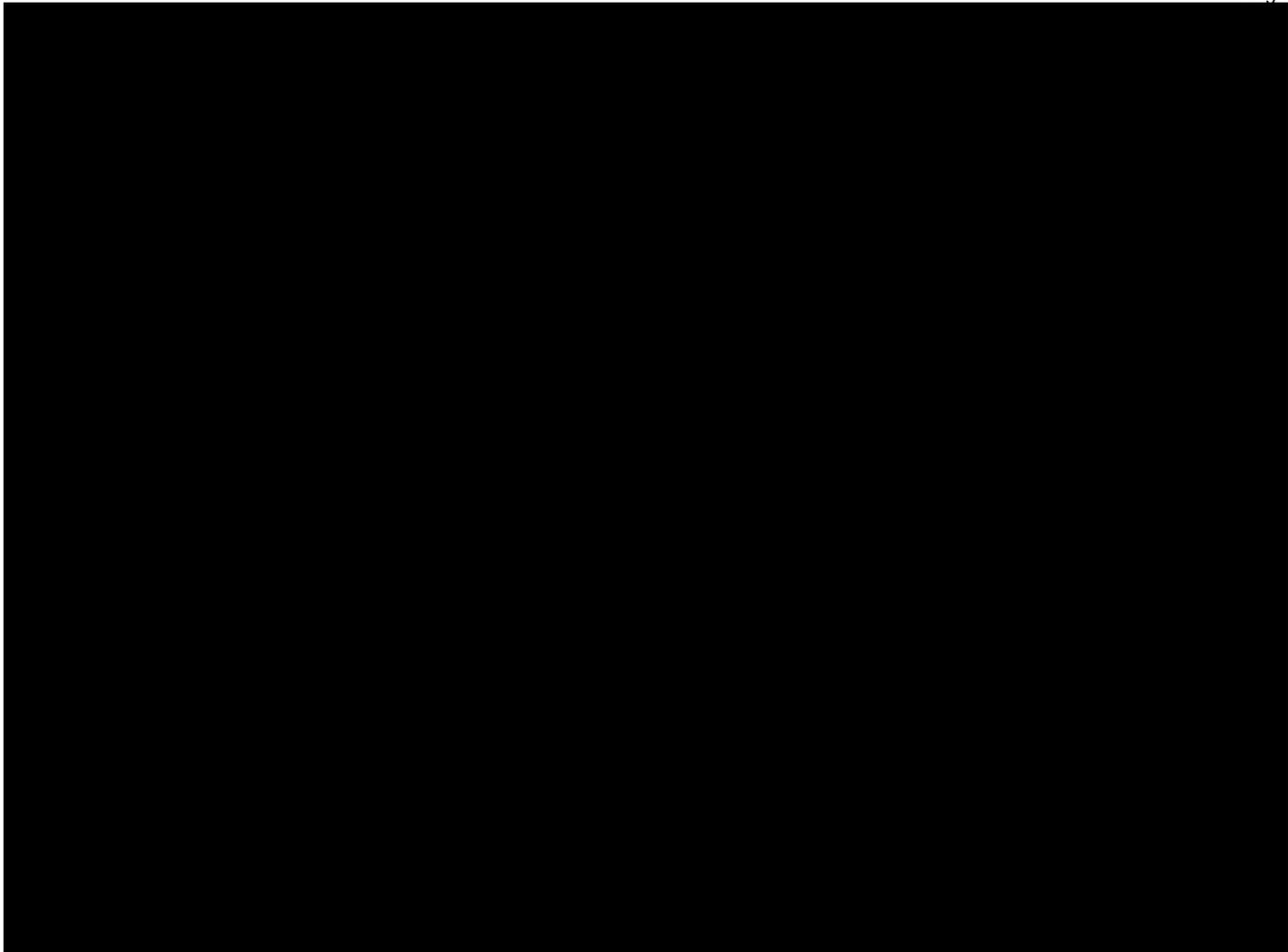
## Next Quarter Look Ahead

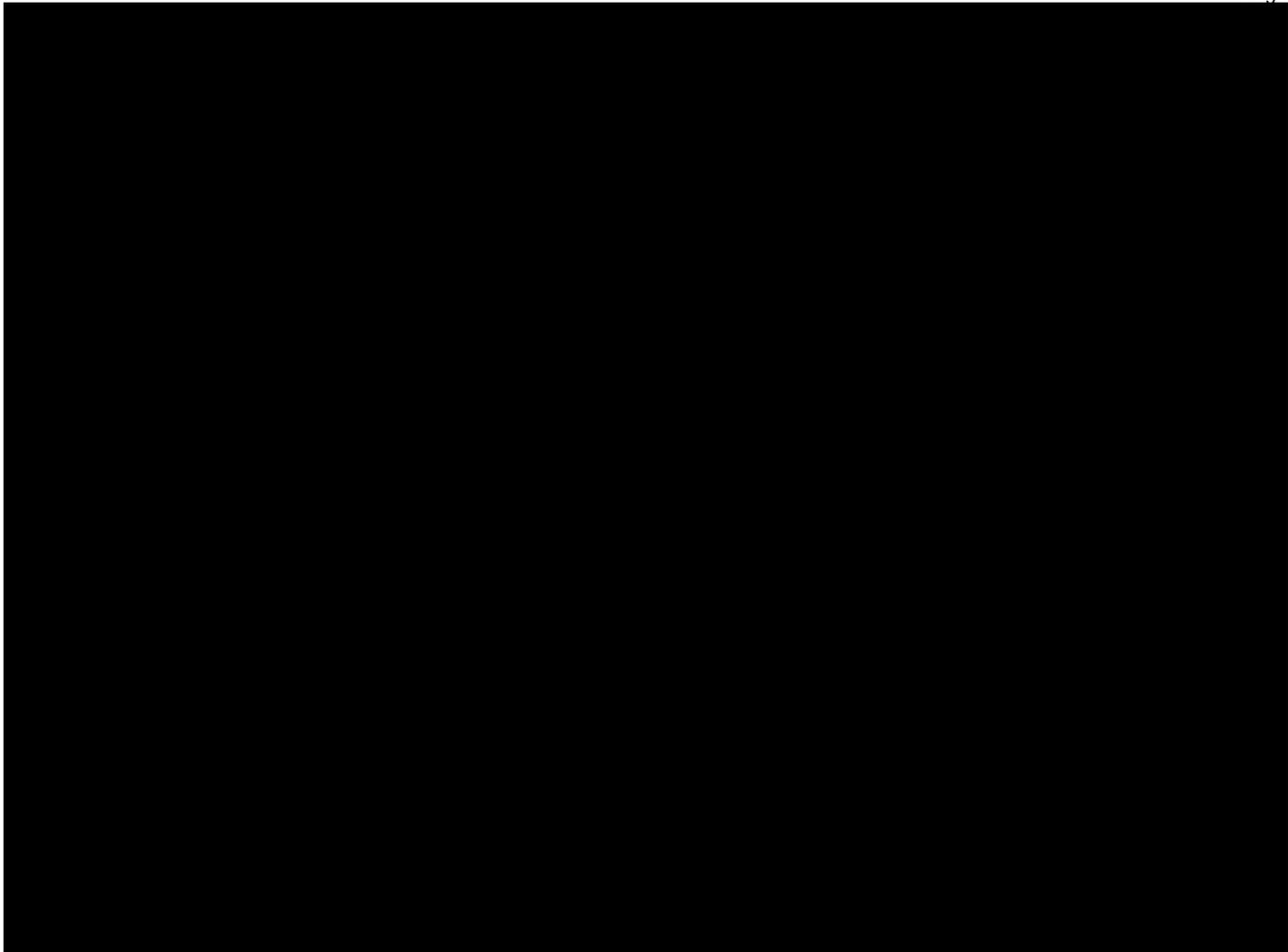
- Complete EC1 structure (enclose for winter heating)
- Erect EC2 and EC3 structures
- Complete SC foundations
- Complete legal end of all permits/ agreements (NCC / Private Drainage)
- Finalize detailed migration plans by department and open design areas (integrated with change management)
- Issue Furniture Procurement

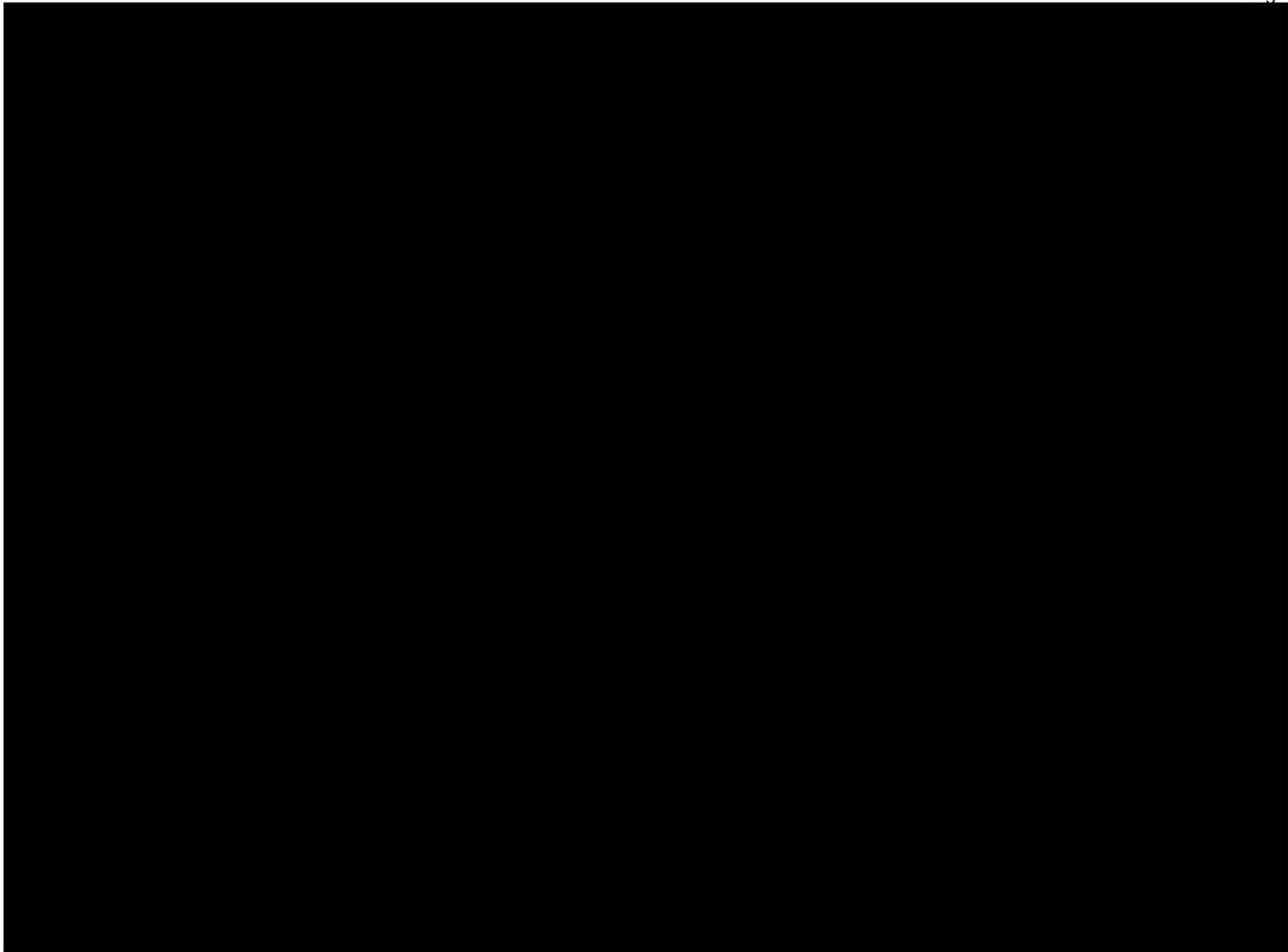


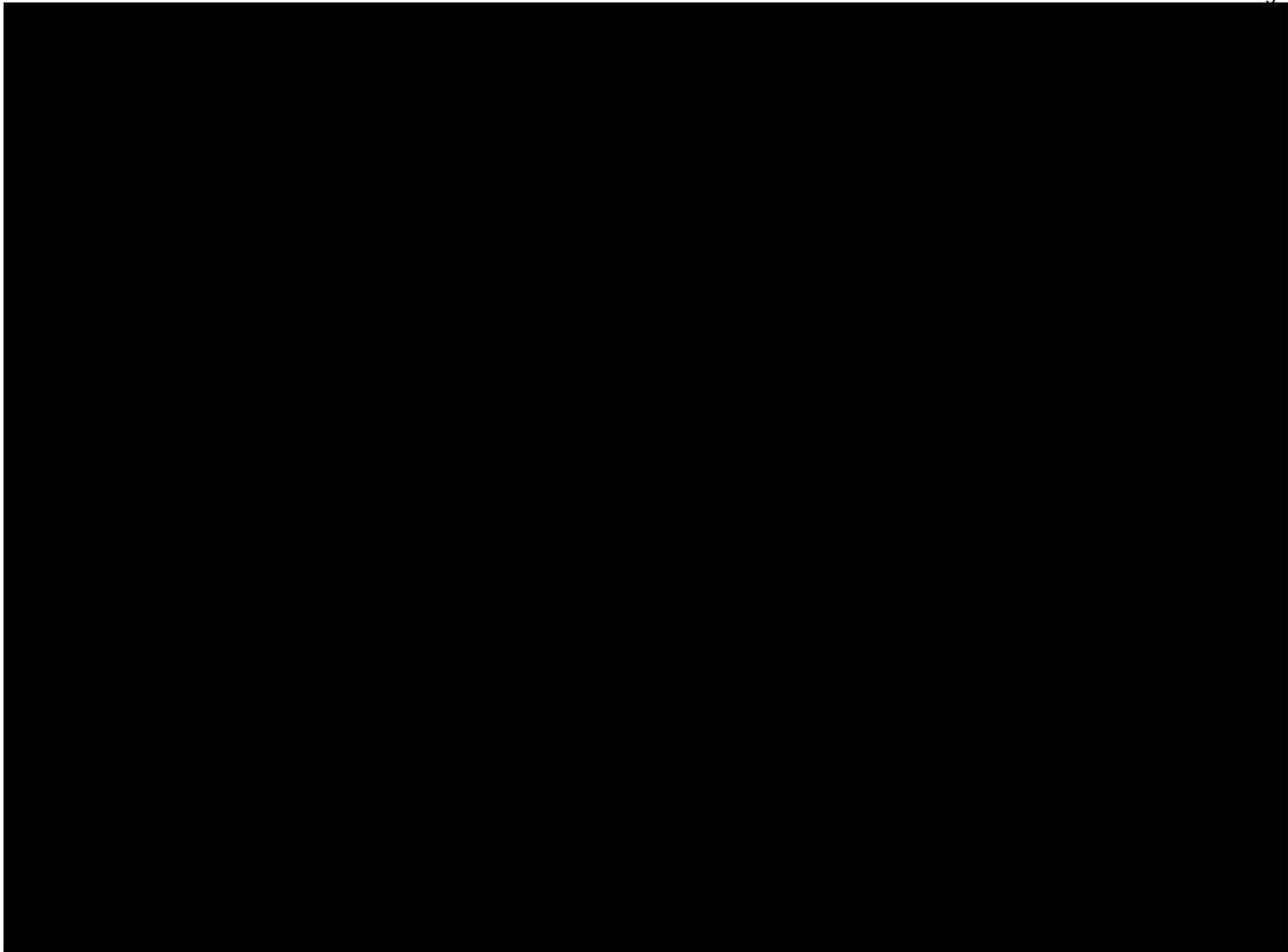
## > EC1 BLOCKING AND STACKING





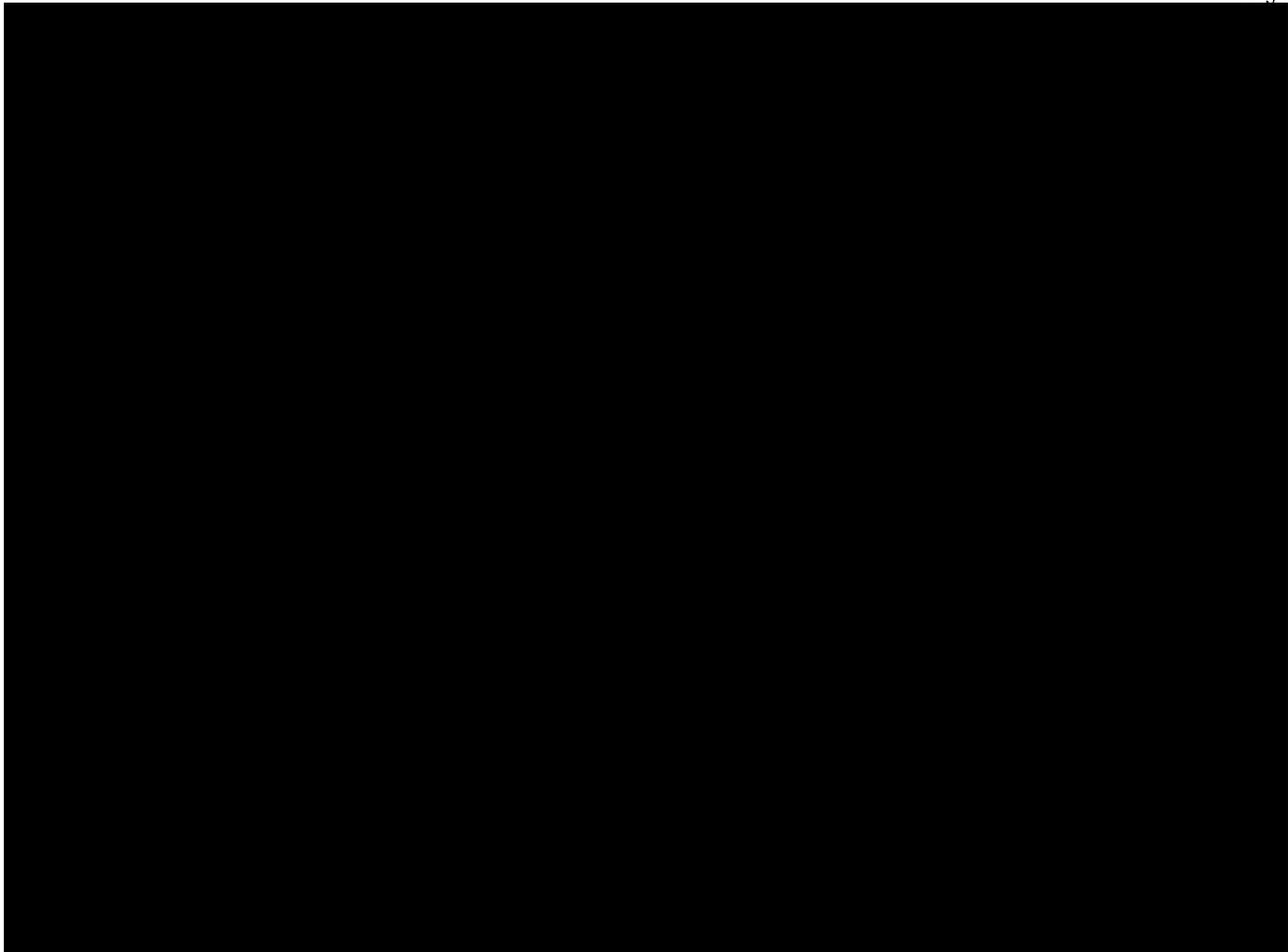


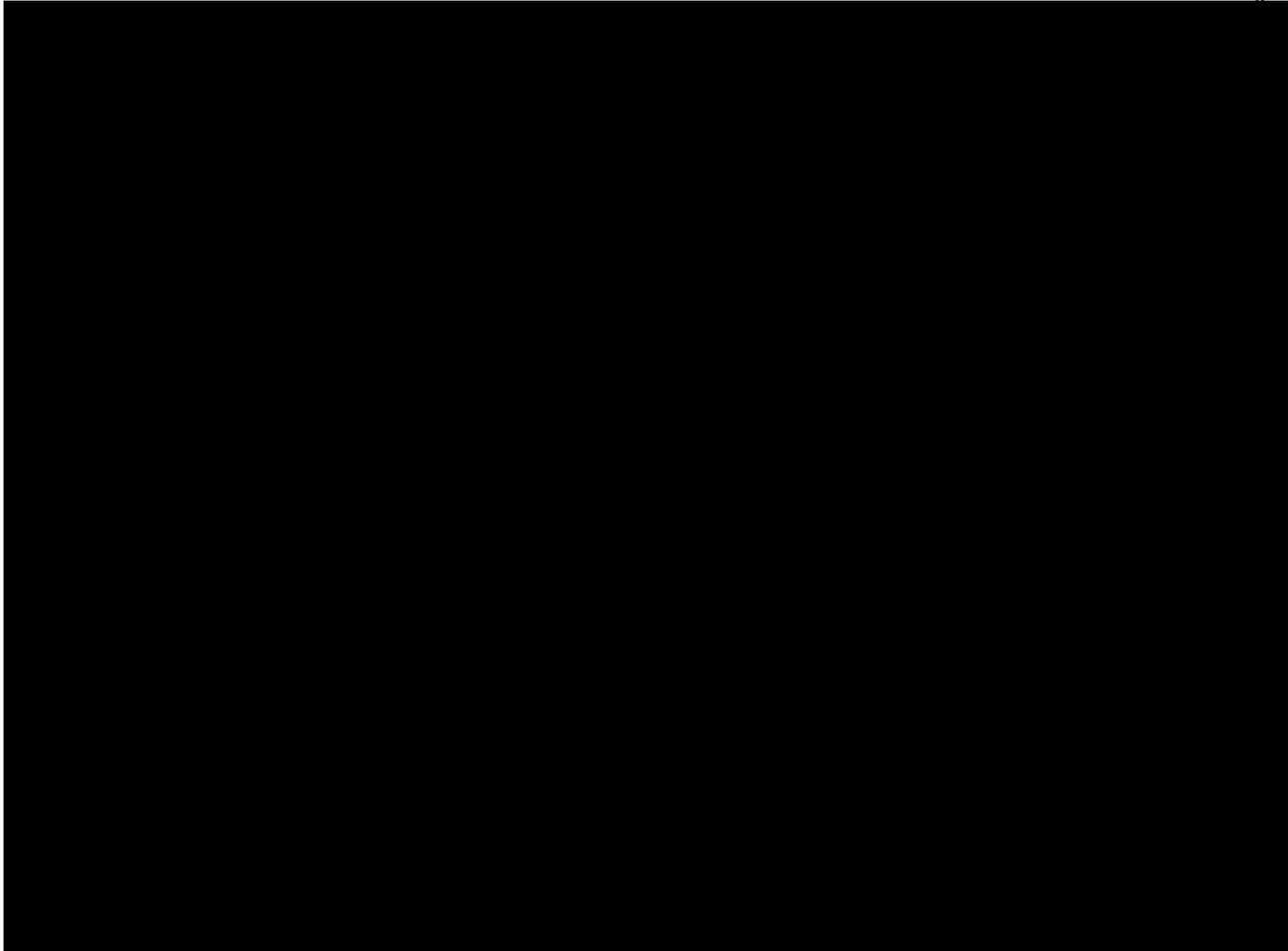






## > PROPERTY DISPOSITION





Annex A



# > FACILITIES RENEWAL PROGRAM STRATEGIC INITIATIVES OVERSIGHT COMMITTEE

April 4<sup>th</sup>, 2018





## > DESIGN BUILD UPDATE

## Status Update

- On budget ahead of schedule – substantial completion of construction March 2019, HOL fit-up commences January 1, 2019, HOL operational May 15, 2019
- Program 44% complete; construction 33% complete (Feb 28<sup>th</sup>, 2018)
- Zero lost time accidents over 370 days worked
- East Campus Regulatory Approvals closed
- East Campus construction focus – structure complete, envelope and interiors progressing, EC2 & EC3 structures erected, civil works recommenced
- South Campus SPA registered, final building permit and butternut tree removal permit (for solar) in progress
- SC sprinkler risk – water holding tank capacity may need to increase 3-5x
- South Campus foundations stopped in December, recommence April. Pre-engineered steel delivered to site
- Furniture tender issued and closed March 20th. Presentations complete, remains under evaluation
- HOL open design areas and updated staff area reconciliation completed (excluding lobby and wayfinding)
- Detailed HOL migration and change management planning continues
  - Key focus on operational policies, work process to support new workplace environment
  - [REDACTED]

## Budget

- Total program 44% complete; Construction 33% complete
- Forecast on budget
- \$1.4M in contingency remaining, a +\$.4M increase since Nov. 15<sup>th</sup>, 2017 report (open interior design areas closed and HOL staffing rationalization)

ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions April 4th, 2018 (SIOC)	Current Forecast April 4th, 2018 (SIOC)	Invoiced To Date Feb. 28th 2018	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 1,172,626	\$ 3,726,684	\$ (13,970)	\$ 3,712,714	\$ 2,577,536	69%
	HOL Program Changes/Reallocations	\$ -	\$ 1,928,608	\$ 1,928,608	\$ 2,306,593	\$ 4,235,201	\$ 1,377,011	33%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 3,207,119	\$ 61,994,435	\$ 19,593,332	32%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ -	\$ 2,014,800	\$ 17,982	1%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (238,000)	\$ 3,787,000	\$ -	0%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (5,261,742)	\$ 1,424,850	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,500,000</b>	<b>\$ 42,896,861</b>	<b>44%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$2.6M expended on unforeseen/regulatory changes
- \$2.5M allocated to Operational Improvements, Safety, Technology and Security
- Hydro Ottawa program design changes incorporated in 100% design

Change Categorization					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 332,596	\$ 1,920,251	\$ 738,166	\$ 1,104,007	\$ 1,418,692	\$ 5,513,712
6.0%	34.8%	13.4%	20.0%	25.7%	

## Budget – Contingency Risk Assessment

- With approx. 12 month remaining in project, a contingency risk / threshold analysis to forecast financial status at project completion has been completed
- Result:
  - +/- \$0.8M contingency forecast remaining at completion
  - +/- \$0.6M forecast expenditure to completion over 3 categories

Risk Item	Forecasted Exposure
SC Sprinklers/Water tank capacity	\$250K
Interior changes/ technology - system commissioning / occupancy integration	\$250K
Unknown Conditions (SC well, rock / EC road works)	\$100K

## Key Risks and Mitigations

Risk	Impact Level & Elements Affected	Probability	Mitigation(s)
HOL Change Management & Operational Integration Dynamics	Budget: HIGH Schedule: HIGH	HIGH	Divisional staff seat planning, staff acceptance, policy/ process development, operational migration/equipment planning, commissioning/start-up risks
HOL Design / Program and Operational Change	Budget: HIGH Schedule: HIGH	HIGH	Changes to HOL operational platform(s), remaining undeveloped areas/items – Lobby, signage wayfinding, system integration ie: security, technology.
South Campus Sprinkler / Fire Code Occupancy Classification – increased size of water holding tanks due to warehouse racking design	Budget: HIGH Schedule: LOW	MODERATE	Code Professionals assessing NFPA and code. Enforce risk transfer of RFP
Sullivan Sub-trade pricing risk	Budget: HIGH Schedule: LOW Quality: MODERATE	MODERATE	Continual cost assessment and verification
Unknown Site Conditions	Budget: MODERATE Schedule : LOW	MODERATE	SC only, rock and water well risk potential (low with risk transfer).
Regulatory Approvals	Budget: LOW Schedule : LOW	LOW	All Permits now in place or in progress.

## Migration Strategy

### Phase 1: January-March 2019

- Technology, Communications & Security Systems:
  - EC UPS, POD, SCADA, Data Hall [REDACTED]
  - SC/EC2/EC3 connectivity and security systems
  - Floor distributions (workstations, meeting rooms, displays)
- Facility Services
  - facility and property management contracts, establish operations

### Phase 2: February – April 2019

- [REDACTED]
- South Campus Warehousing, Transformers & Metering:
  - new warehouse racking, pre-load mobile units, warehouse move (weekend)
  - pre-notify Measurement Canada – certify new SC metering – move metering
  - Transformer relocation dependent on above.

### Phase 3: March –May 15 2019

- Field Operations
  - SC/EC2 pre-inspections / pre-loading
  - Staff Relocations: 3 main moves for 7 divisions (Friday-Monday)

## Site Fly Thru – East Campus

Note, video be inserted at meeting

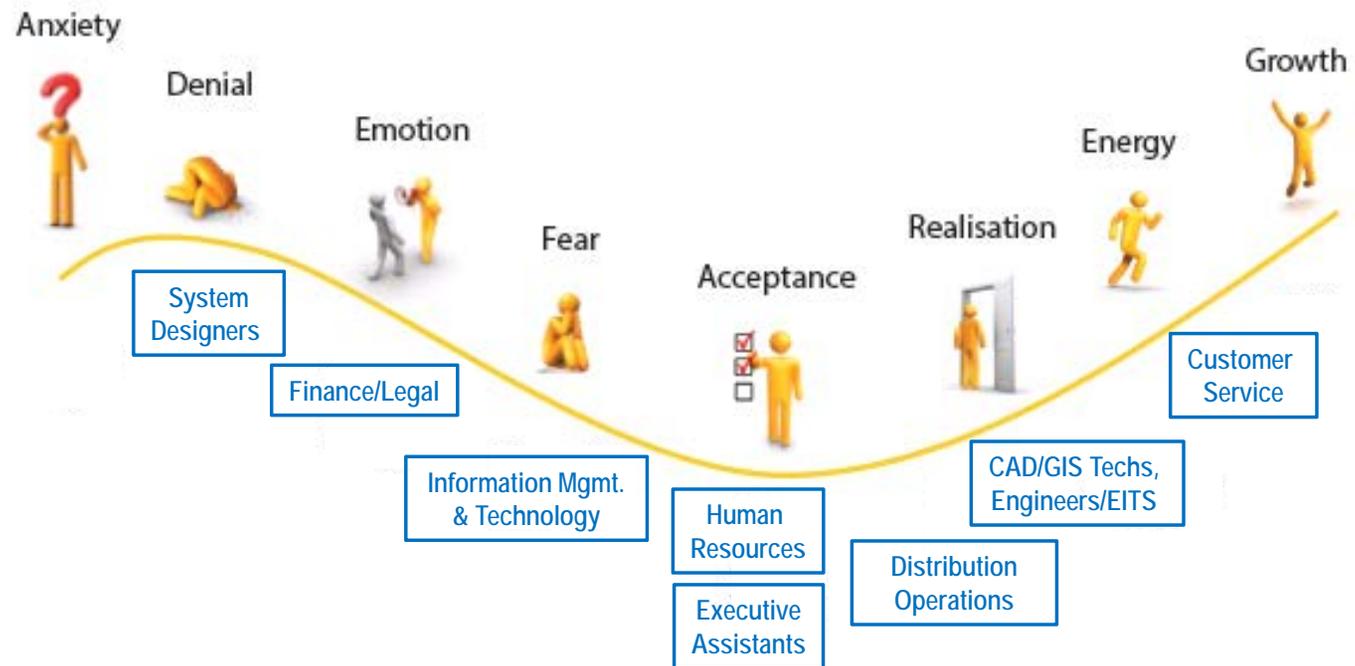
## Next Quarter Look Ahead

- EC1 enclosure / building watertight
- EC2 and EC3 enclosures, erect EC2 single story office
- SC foundation and SC pre-engineered steel erection
- Commence EC site development / road work
- Advance detailed seat and migration plans by department
- Close on all soft furniture design areas / install furniture and technology mock-ups
- Issue Food Service RFP
- Approve Solar design and commence system procurements/permitting



## > CHANGE MANAGEMENT

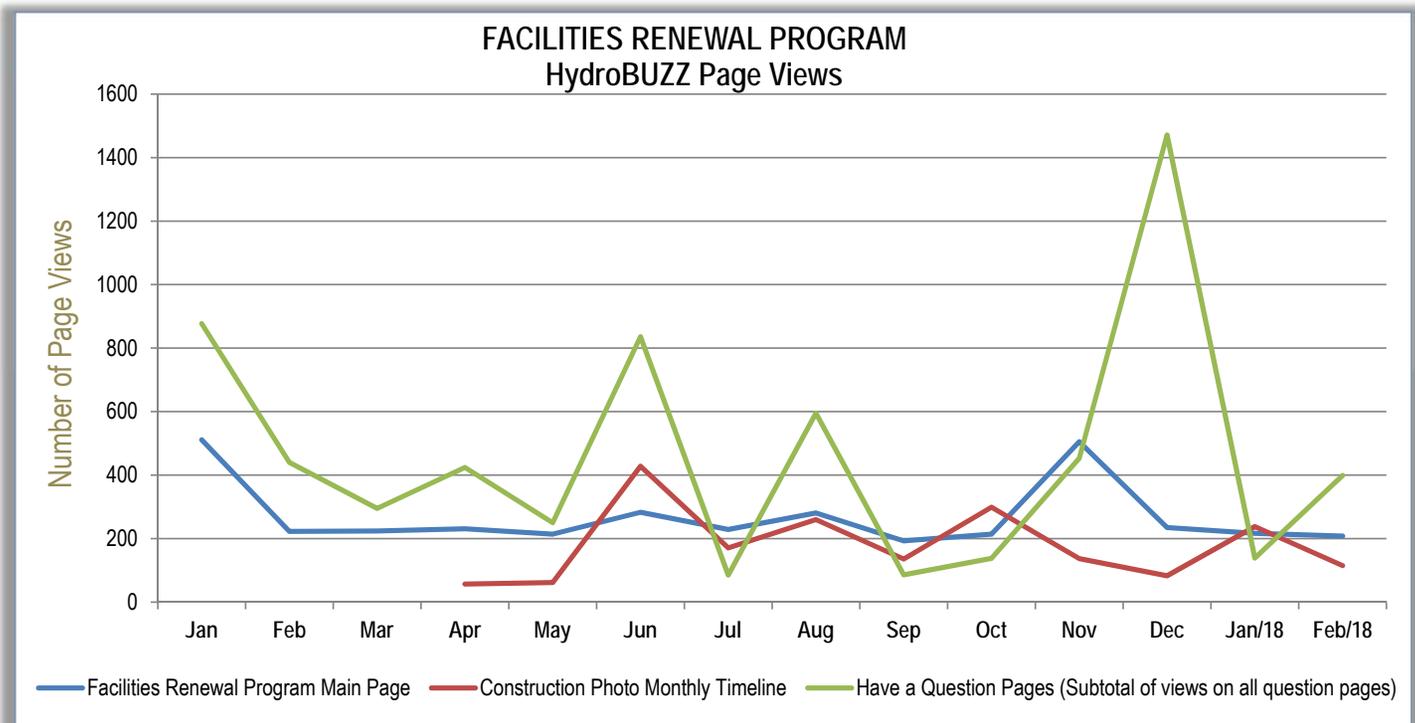
## The Change Curve – Where we were in Summer 2017



## What we've done since Summer 2017 to engage, consult and inform

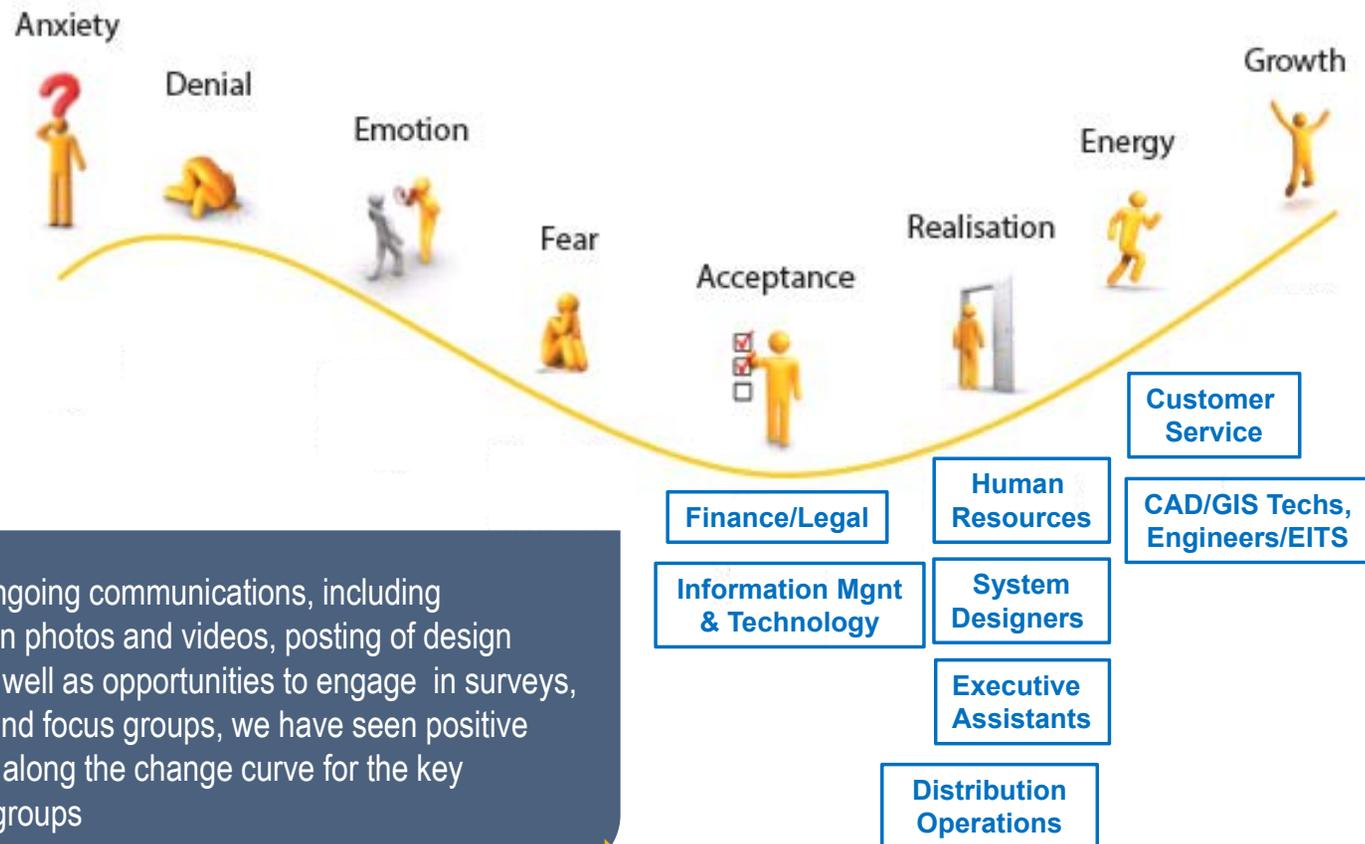
- Posted weekly construction photo updates on the Facilities Renewal Program page on HydroBUZZ (our Intranet)
- Posted drone footage videos highlighting construction progress
- Held an information booth at the Employee Forum and Recognition Event including large visual display images and stacking and blocking diagrams
- Posted answers on HydroBUZZ to questions from the *Have a Question* box at the Employee Forum and Recognition Event
- Conducted a fitness and wellness survey
- Held two food services focus groups
- Continued to include more front-line employees, from varying functional groups, in site visits to local companies who have recently renewed their workplaces
- Held interior design sessions, with front-line employee representation, and selected colours and finishes
- Held a multi-faith room focus group
- Held 4 focus groups – *Navigating Our New Facilities* – to inform the strategy for signage, wayfinding and naming conventions

## How employees are keeping informed and engaging



- The most popular pages are the Construction Photo Timeline, updated weekly, and the Have a Question pages
- Spikes in the number of page views reflect the addition of new information such as the design board images in November and the posting of responses to all questions from the Have a Question box in December

## The Change Curve – Where we are now



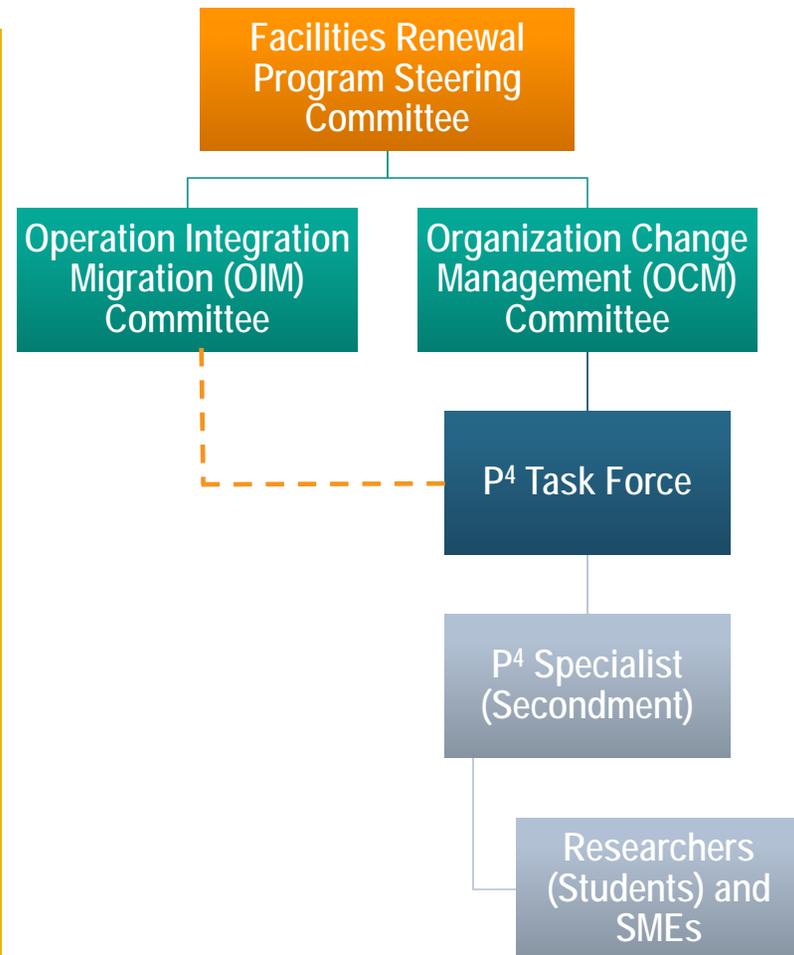
Through ongoing communications, including construction photos and videos, posting of design boards, as well as opportunities to engage in surveys, site visits and focus groups, we have seen positive movement along the change curve for the key functional groups

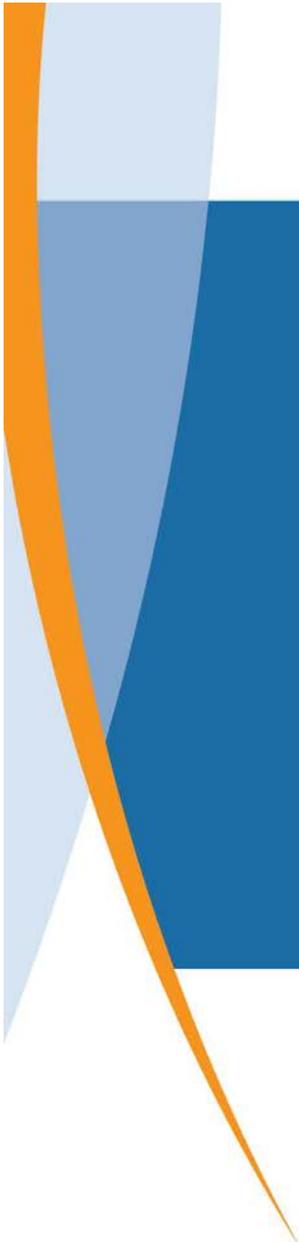
## What are we doing next?

- Management information session
- Launch of Guiding Principles, in alignment with Strategic Direction, to support communications and decision making over the year leading up to the move – Collaboration, Innovation, Health and Wellbeing
- Inclusion of front-line employees in RFP evaluation teams
  - Furniture
  - Food Services
- Alumni room focus group
- Furniture and IT mock ups/demos – workstations + kit of parts, collaboration spaces, meeting rooms, etc.
- Neighbourhood planning sessions with divisional leadership teams
- Fitness and wellness focus groups
- Meeting room and shared spaces naming convention surveys
- Time capsule program
- Launch of P<sup>4</sup> Project and Task Force – policy, procedure, processes and practice review (see next slide)

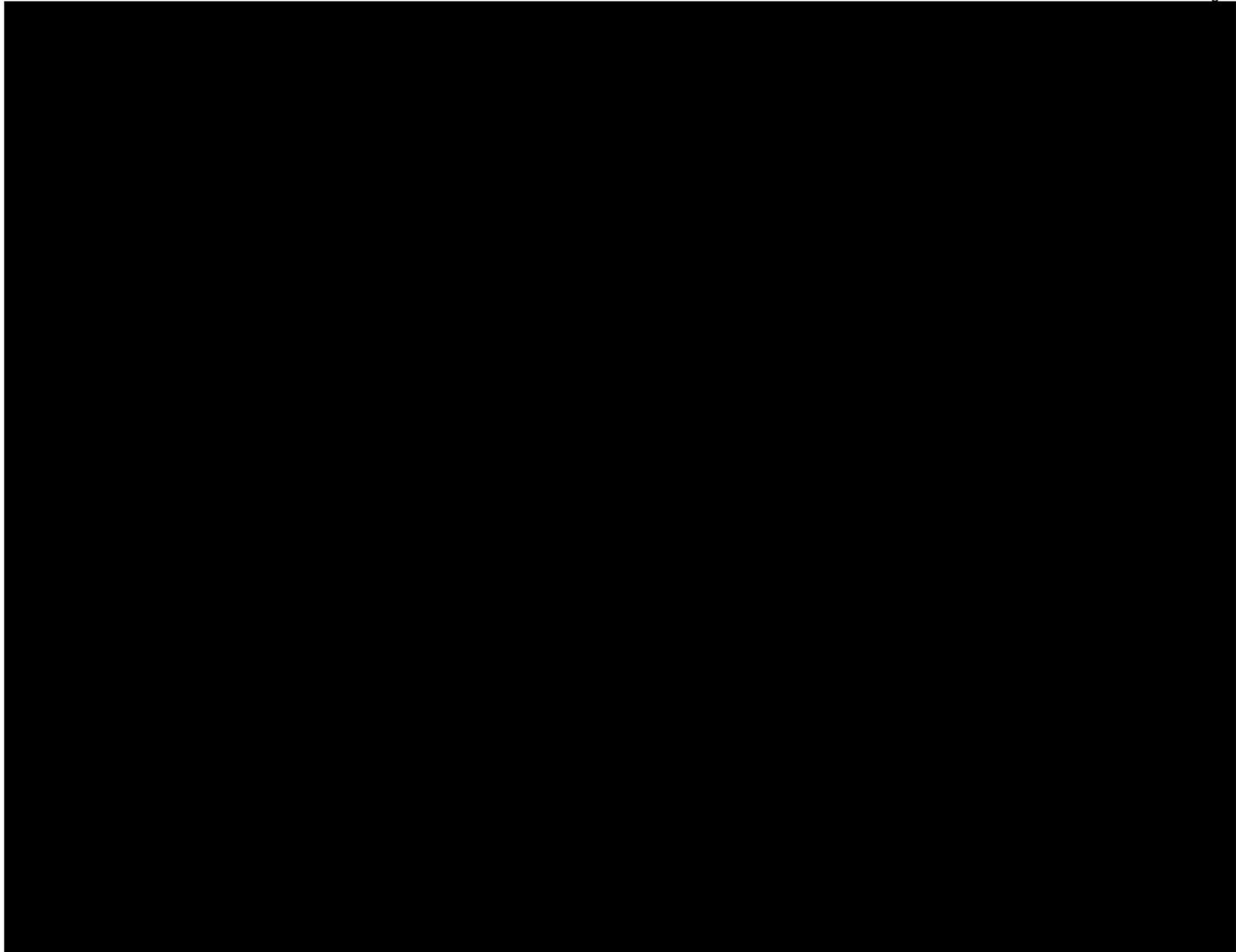
## P<sup>4</sup> Project and Task Force

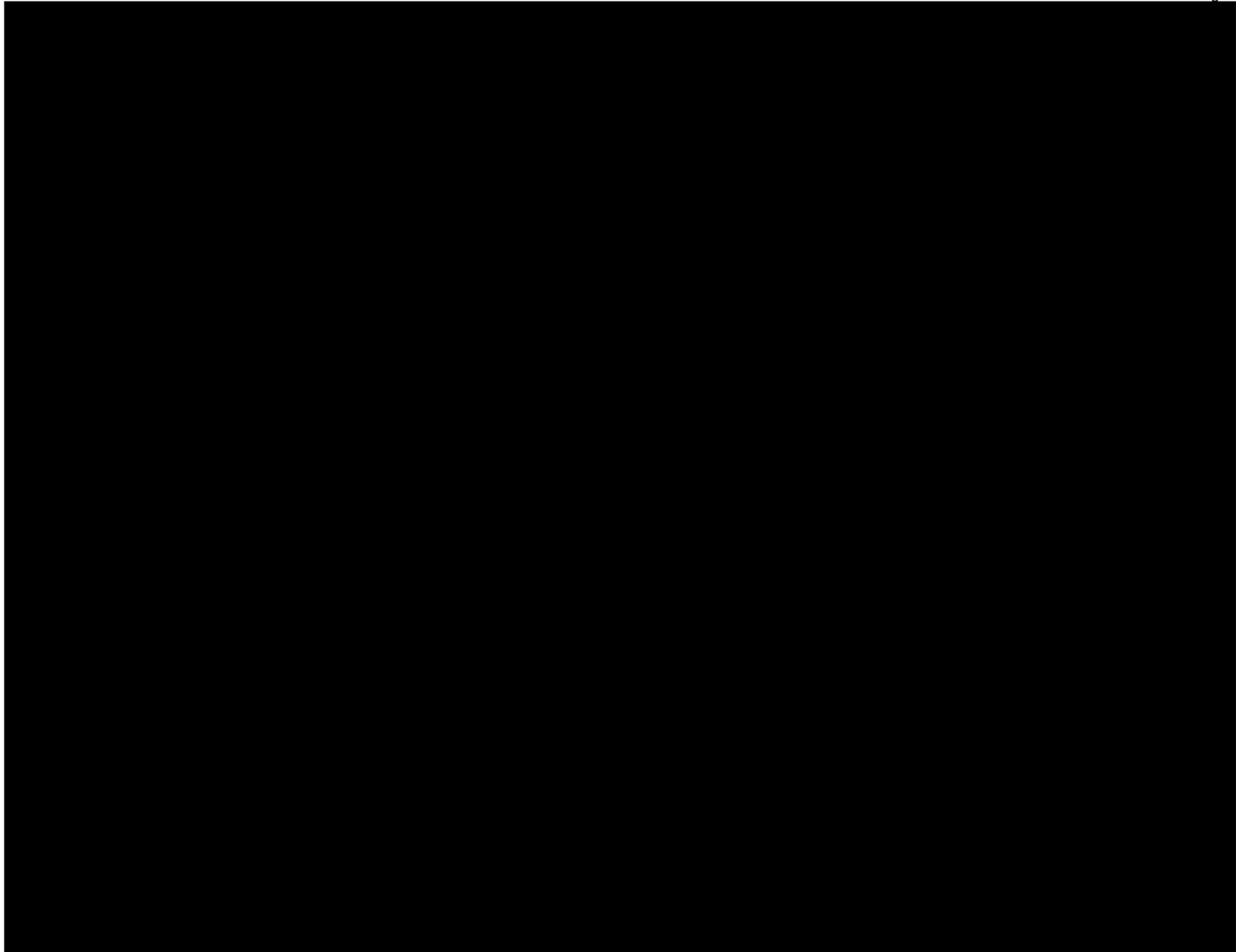
- 11 month project to review, revise or create policies, procedures, processes, practices, etc. to ensure we maximize the efficiencies and adopt the new ways of working and guiding principles for our new facilities
- To date, a brainstorming session with the OIM and OCM Committee members has been held to initially identify and categorize the changes required as follows:
  - Compliance
  - Emergency Conditions/Emergency Response
  - Operational
  - Accommodation
- P<sup>4</sup> Task Force is being established and staffed, to be lead by the Manager, Organizational Change & Culture with representatives from:
  - Facilities
  - Operations
  - Human Resources
  - Health, Safety and Environment
  - IM & IT

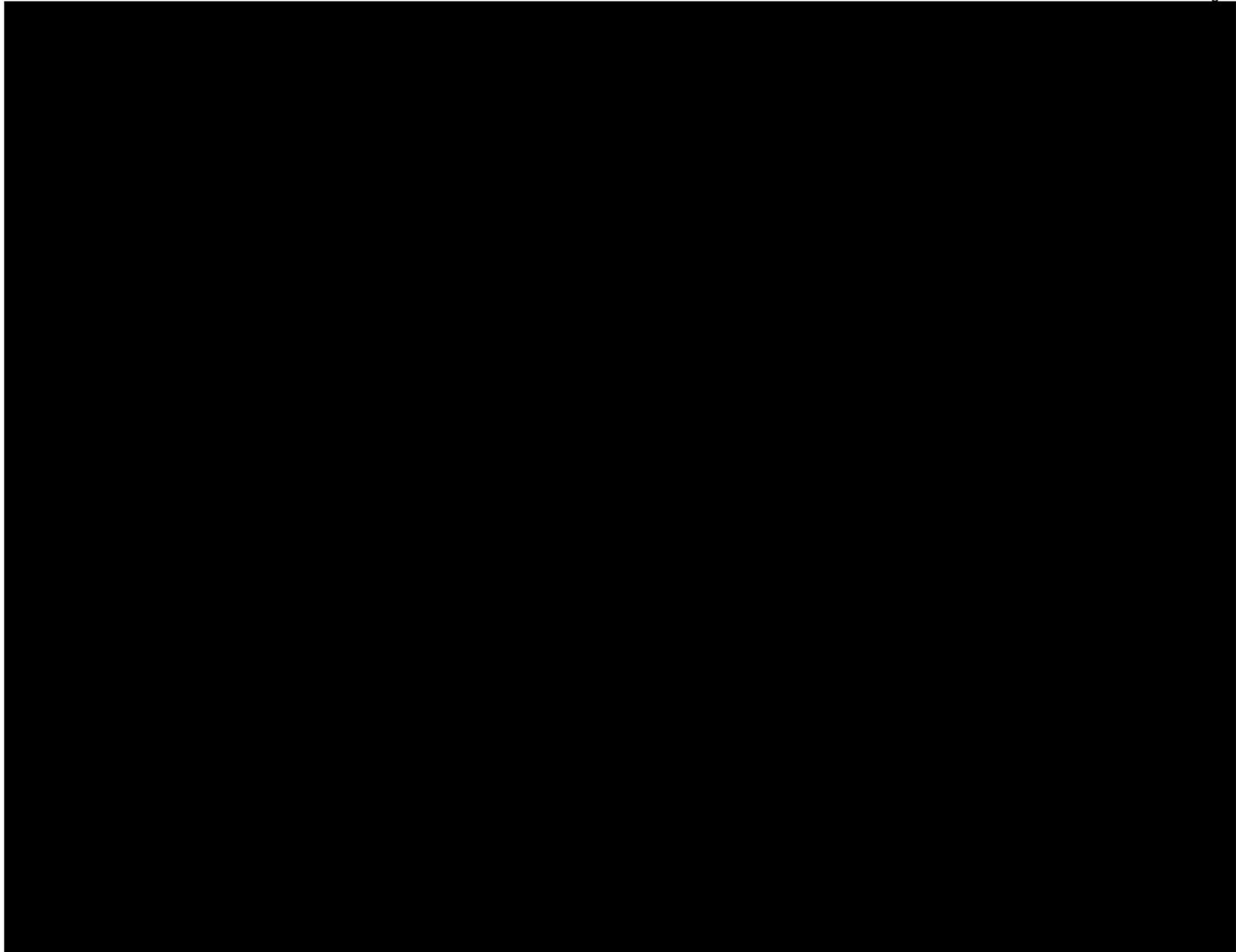




## > PROPERTY DISPOSITION: ALBION ROAD







Annex "A"

# > FACILITIES RENEWAL PROGRAM

Strategic Initiatives Oversight Committee

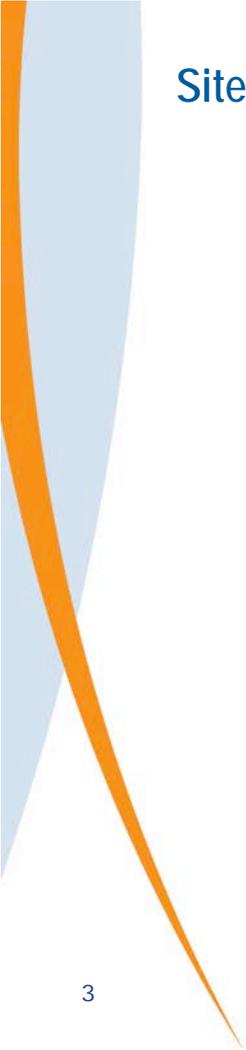
September 13, 2018

privileged and confidential





## > DESIGN BUILD UPDATE



## Site Fly Thru – East and South Campuses

To be uploaded at the meeting

## Status Update

- On budget. Contingency management imperative to completion.
- Ahead of original schedule. Substantial completion forecast March 2019 but delay to the SC office area under assessment. HOL fit-up start January 2019 (77 days); HOL operational May 15, 2019 (175 days).
- Safety Record: no lost time accidents over 551 days.
- East Construction: EC1 envelope, mechanical/electrical, interiors walls and finishing all levels. Commissioning commenced, permanent power mid-September, HOL technology cabling/infrastructures in progress. EC2/3 concrete and masonry, envelope, M&E in progress. Site work in progress – interior parking lots, Hunt Club roadway modifications.
- South Construction: garage and warehouse structures complete, concrete slabs in warehouse in progress (office delayed), masonry in progress. Site development – well complete and tested (positive result), trenching, grading/fill and fencing in progress.
- SC sprinkler issue – technical proposal with City for approval. Sullivan proceeding in advance of City approval and acknowledge proportional liability, no cost presentation to date.

## Status Update

- Solar: forecast to be on budget on schedule. Designs and generation forecasts complete – 100% load offset South Campus and +/- 20% East Campus, regulatory approvals in progress.
- HOL open design areas closed ie: signage, wayfinding and lobby cultural graphic.
- HOL Managed works:
  - Furniture contract awarded, planning and designs near completion.
  - Data Hall and Control Room technology and equipment procurements complete and in progress.
  - Operational shelving/racking procured and in progress.
  - Food Service RFP tender developed.
  - Fitness Equipment tender released.
  - Operational logistics (moving) RFI released.
- Operational Integration Plan and schedule developed, HOL Facilities team integration/assumption planning commenced.

## Budget

- Total program 63% complete; Construction 58% complete (billings ending July 31, 2018)
- Forecast on budget
- Forecast contingency at completion \$.468M – a \$.95M variance from April report
- Profile: \$120K unforeseen (Hunt Club)                      \$250 Sprinkler risk (forecast expenditure)  
           \$400K Interior/Operational Scope                \$100K System/Commissioning (forecast expenditure)  
           \$90K IT/Tech coordination

ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Aug 23rd, 2018	Current Forecast Aug 14th, 2018	Invoiced To Date July 31st, 2018	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 1,172,626	\$ 3,726,684	\$ 56,030	\$ 3,781,794	\$ 2,815,107	74%
	HOL Program Changes/Reallocations	\$ -	\$ 1,928,608	\$ 1,928,608	\$ 1,962,500	\$ 4,412,026	\$ 2,140,798	49%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 4,337,126	\$ 63,124,442	\$ 36,523,125	58%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ (394,630)	\$ 1,620,170	\$ 43,285	3%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (263,000)	\$ 3,762,000	\$ -	0%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (6,218,944)	\$ 467,648	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,499,080</b>	<b>\$ 60,853,315</b>	<b>63%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$2.6M expended on unforeseen/regulatory changes
- \$3M allocated to Operational Improvements, Safety, Technology and Security

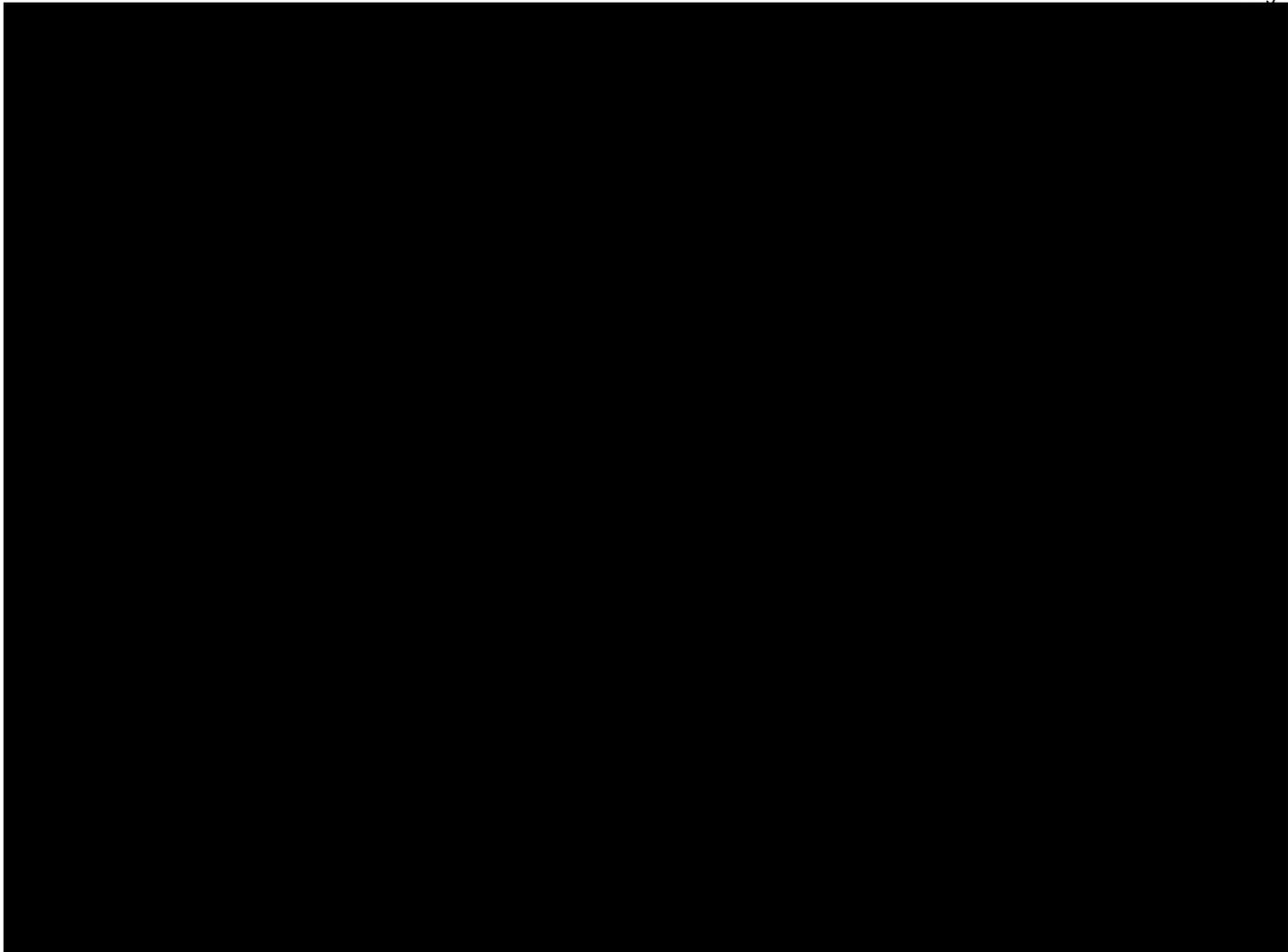
Change Categorization					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 495,901	\$ 1,940,251	\$ 1,359,600	\$ 1,524,652	\$ 1,514,643	\$ 6,835,046
7.3%	28.4%	19.9%	22.3%	22.2%	

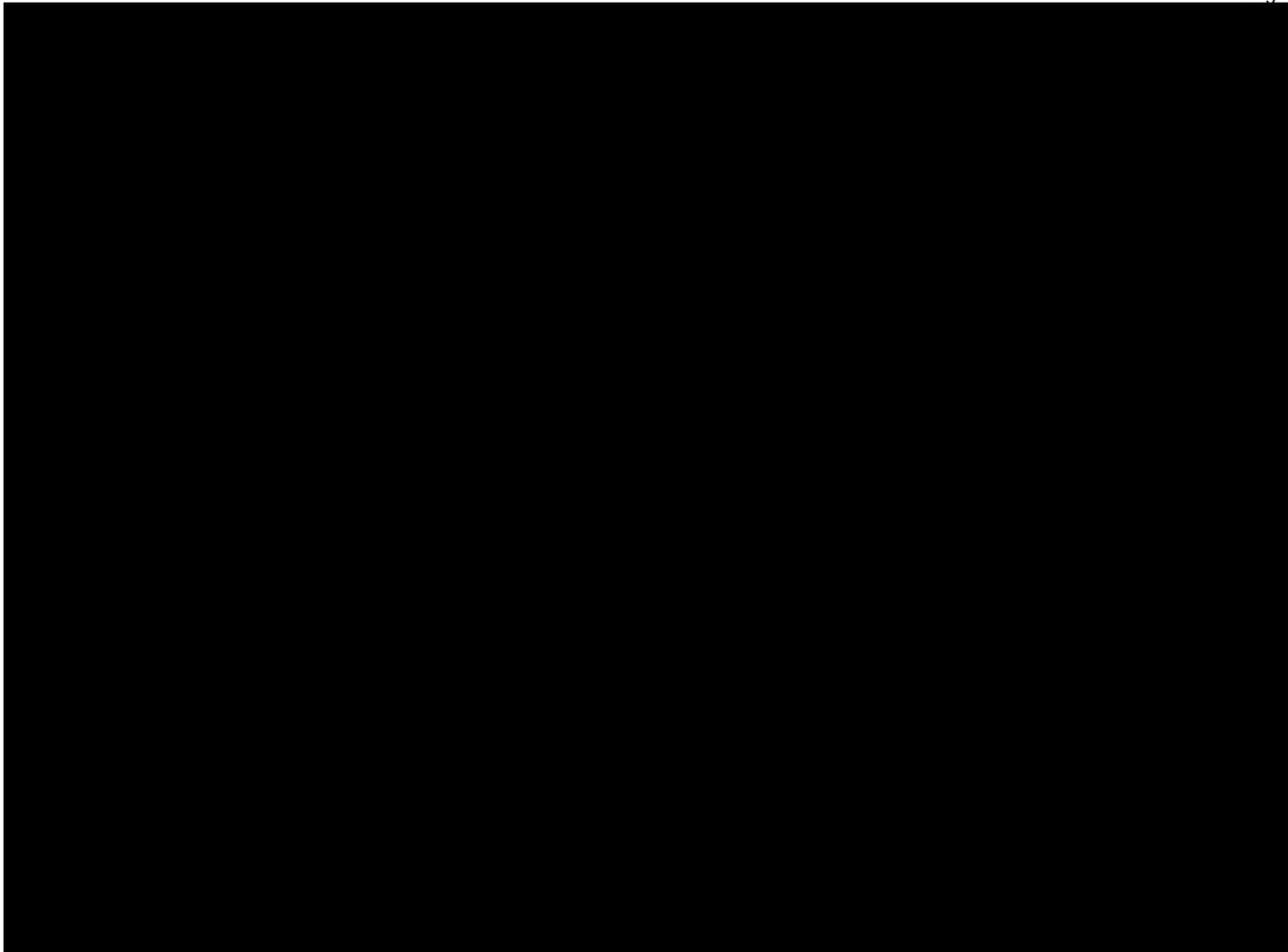
## Contingency Management

- No discretionary scope changes – only mandatory system integration and site related change.
- Communications/decision making – weekly issues touchdown meetings with HOL PSC Co-Chairs and Sullivan.
- Contract risk transfer and pre-submission cost auditing reinforcement with Sullivan.
- Rejection of trade pricing/alternative means and measures.
- Complete procurements of remaining HOL managed works/value engineering/alternative means and measures as required.

## Key Risks and Mitigations

Risk	Impact Level	Probability	Mitigation(s)
South Campus Sprinkler technical resolution & financial settlement	Budget: HIGH Schedule: HIGH	HIGH	<ul style="list-style-type: none"> <li>• Worst Case \$ forecast</li> <li>• HOL intervention with City on best case technical solution</li> <li>• Advanced ordering of water tanks</li> <li>• Sullivan risk acceptance</li> </ul>
Sullivan/sub-trade change pricing	Budget: HIGH Schedule: LOW	HIGH	<ul style="list-style-type: none"> <li>• Limit/defer changes</li> <li>• Sullivan/verTerra diligence</li> <li>• 3<sup>rd</sup> party auditing/rejection (if required)</li> </ul>
Schedule Compression – completion stack affect & south campus	Budget: Low Schedule: HIGH Quality: HIGH	HIGH	<ul style="list-style-type: none"> <li>• Daily/weekly issue reporting</li> <li>• Limit/defer changes</li> <li>• VTC/Sullivan Executive oversight</li> <li>• Managed communications</li> </ul>
HOL Change/Operational Integration	Budget: HIGH Schedule: HIGH	MODERATE	<ul style="list-style-type: none"> <li>• Managed communications/decisions</li> <li>• HOL resource dedication to FRP</li> </ul>





## Next Quarter Look Ahead

- EC1 interior finishing, exterior metal and building signage, M&E and technology systems and commissioning.
- EC2 and EC3 roof enclosures, concrete slabs, M&E and interiors.
- East Campus site work (roads, parking, landscape).
- [REDACTED]
- Solar arrays both campuses.
- Complete furniture designs and order.
- Complete all HOL procurements (logistics, food services, signage).
- HOL facility assumption planning and preparedness.



## > CHANGE ENGAGEMENT



## > GUIDING PRINCIPLES AND COMMUNICATIONS PLAN

## From Key Drivers... To Three Guiding Principles



- The key drivers of the Facilities Renewal Program were simplified to three Guiding Principles – Collaboration, Innovation and Health and Wellbeing – that have been, and will continue to be, the foundation for all design decisions, and guide decision making for our new facilities.
- The Guiding Principles are communicated regularly so all employees have an understanding of the transformation to be achieved with our new facilities.

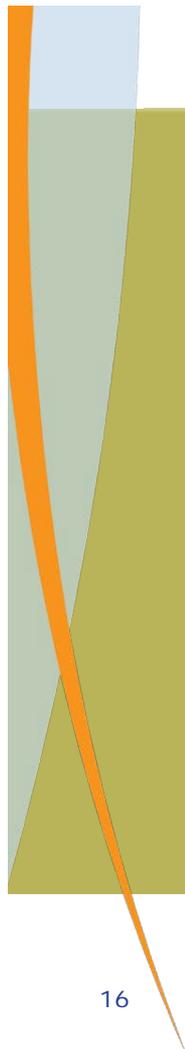
## The Three Guiding Principles

**COLLABORATION**  
A flexible and adaptable workplace that encourages collaboration and new ways of working and making decisions.

**HEALTH + WELLBEING**  
A safe, healthy, and sustainable workplace that supports the wellbeing of employees and the environment.

**INNOVATION**  
A resilient workplace that embraces change and disruption through innovative ways of thinking and working.

- Aligned with the Strategic Direction, the Facilities Renewal Program Guiding Principles support communications, decision-making and culture change over the year leading up to the move, and beyond.
- They are being rolled out and reinforced with an internal communications campaign designed to support the change management initiatives underway at key points over the coming months.



TAGLINE



Inspired by the three guiding principals,

# ‘Transitions create transformation’

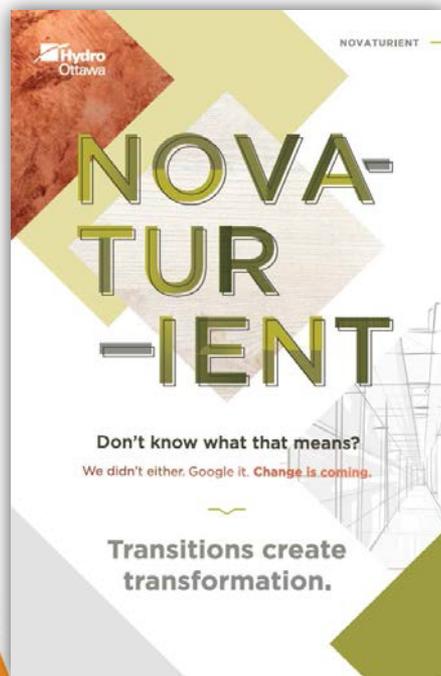
seeks to foster a positive association with the concept of change and how it can lead to refreshing opportunities.

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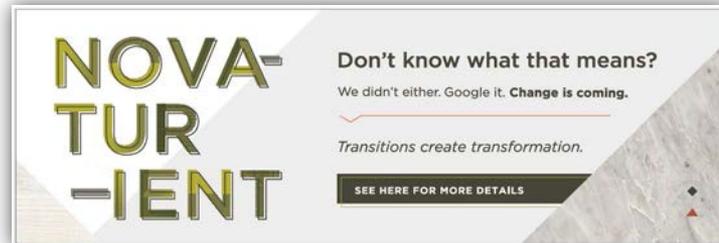
06

## Guiding Principles – Launch Assets

### Intranet Banner



Posters



Video

## Communications Plan

- To kick-off the final year until the move, a Special Edition of Employee Connect, our electronic newsletter, was created with a Message from Bryce introducing the Guiding Principles, and the addition of a Countdown to the Move clock on the Intranet.
- Every couple of weeks or so, members of EMT post blogs announcing key information for employees about the new facilities and launching a deeper dive into each Guiding Principle.

HydroOttawa Employee CONNECT

### SPECIAL EDITION

#### FACILITIES RENEWAL PROGRAM

**Announcements**

**Bryce's Message**  
You have no idea how long I have been waiting to send this message out! For almost 7 years now, I have not been able to have a meeting with staff in any shape or form, without the issue of facilities coming up. And while it has been a laborious process, we have finally reached a key milestone. To quote the fine folks at Mission Control at NASA, we are T - 330 days from making the move to our new facilities. [Read More...](#)

**Counting Down the Days....**  
To keep us all on track and keep the momentum going, we have added a Countdown to the Move tracker on our [HydroBuz](#) homepage.

**Furniture Demonstrations**  
As workstations and furnishings have been an area of great interest to employees, we have arranged for a furniture demonstration in the Albion cafeteria. Starting this afternoon, until July 6, 2018, employees will have the opportunity to see, touch and try out the new workstations, and collaboration settings and look at some of the available options. Buses will be available for employees working at Merivale. [Read More...](#)

**UNDER CONSTRUCTION COMING SOON**

### Facilities Renewal Program

## COUNTDOWN TO MOVE

258 : 10 : 54  
DAYS HOURS MINUTES

### Facilities Renewal Program Blogs

**Bryce's Message**  
You have no idea how long I have been waiting to send this message out! For almost 7 years now, I have not been able to have a...

**Information Management**  
As I mentioned in my previous message, the Technology Plan for our new facilities is focused on modernizing our...

**Transitions create transformation.**

**Furniture Demonstration Follow Up**  
I hope you have all had a chance to come by and see, touch and try-out the furniture demonstration in the cafeteria at...

## Communications Plan – EMT Blog Posts

MONTH/YEAR	TOPIC	EMT Member
June 2018	Kick Off of One Year to Move and Guiding Principles	Chief Executive Officer
June 2018	Furniture Demonstration	Chief Human Resources Officer
July 2018	Meeting Room Technology	Chief Information and Technology Officer
July 2018	Furniture Demonstration – Follow-up and comments from the collaboration boards	Chief Human Resources Officer
July 2018	Information Management (including Clean Up Days)	Chief Information and Technology Officer
September 2018	COLLABORATION	
September	Collaboration (Guiding Principle)	Chief Customer Officer
September 2018	Embracing New Ways of Working - New Operations Centres	Chief Electricity Distribution Officer
September 2018	Meeting Room Name Announcement	Chief Human Resources Officer
October – early December 2018	HEALTH AND WELLBEING	
October 2018	Health and Wellbeing (Guiding Principle) with Sustainability focus	Chief Electricity Generation Officer
November 2018	Fitness Facilities (coinciding with fitness focus groups)	Chief Human Resources Officer
November 2018	Sale of Albion and Merivale	Chief Financial Officer
December 2018	Time Capsule	Chief Customer Officer
December 2018	HOLIDAY THEME	
December 2018	Holiday Theme (All Guiding Principles)	President and Chief Executive Officer
December 2018	Multi-Faith Room	Chief Information and Technology Officer
January – February 2019	INNOVATION	
January 2019	Innovation (Guiding Principle)	Chief Energy and Infrastructure Services Officer
January 2019	Embracing New Ways of Working Through Technology (coinciding with IT moving into new facilities for set-up)	Chief Information and Technology Officer
February 2019	Parking (including carpooling program)	Chief Financial Officer
February 2019	Solar Program	Chief Electricity Generation Officer

## Communications Plan – EMT Blog Posts

MONTH/YEAR	TOPIC	EMT Member
February – March, 2019	COLLABORATION	
February 2019	Collaboration (Guiding Principle)	Chief Human Resources Officer
March 2019	The New Systems Office	Chief Electricity Distribution Officer
March 2019	Security, badging	Chief Financial Officer
March – April, 2019	HEALTH AND WELLBEING	
March 2019	Health and Wellbeing (Guiding Principle) bicycle racks focus	Chief Financial Officer
April 2019	Ergonomics	Chief Human Resources Officer
April 2019	Lockers	Chief Electricity Distribution Officer
April 2019	External Health and Wellness (walking path, sunken garden)	Chief Human Resources Officer
April – May, 2019	SAYING GOODBYE TO ALBION AND MERIVALE & WELCOME TO OUR NEW FACILITIES	
April 2019	Saying Goodbye to Albion and Merivale & Welcome to Our New Facilities	President and Chief Executive Officer
May 2019	Cafeteria (and coffee service in Kitchenettes)	Chief Human Resources Officer
May 2019	Our New Neighbourhoods/Communities – coincides with second wave of moves to our new facilities	Chief Customer Officer
	AT OUR NEW FACILITIES	
June 2019	Innovation (Guiding Principle)	Chief Electricity Generation Officer
June 2019	Significance of Atrium	President and Chief Executive Officer
July 2019	Collaboration (Guiding Principle)	Chief Energy and Infrastructure Services Officer
July 2019	Sustainability (our environmental footprint, waste management, gold LEED buildings, application for Sustainable Electricity Company with CEA, etc.)	Chief Human Resources Officer
August 2019	Health and Wellbeing (Guiding Principle)	Chief Customer Officer
September 2019	Innovation (Guiding Principle)	Chief Information and Technology Officer

## Communications Plan — EMT Blog Post Views

### Bryce's Message



**848**  
Views

- Posted on June 18, 2018
- Personal message from President and CEO regarding the facilities move
- Promise of transparency on all aspects of the move
- Introduces Guiding Principles

### Furniture Demonstration

**406**  
Views

- Posted on June 18, 2018
- Furniture demonstration showcasing new workstation and collaboration space furnishings



### Furniture Demonstration Follow Up

**518**  
Views

- Posted on July 12, 2018
- Addresses employee feedback on new furniture

### Meeting Room Technology Demonstration

**293**  
Views

- Posted on July 6, 2018
- Speaks to Innovation and Introduces Technology Plan and demonstration which includes new meeting room technology



### Information Management



**345**  
Views

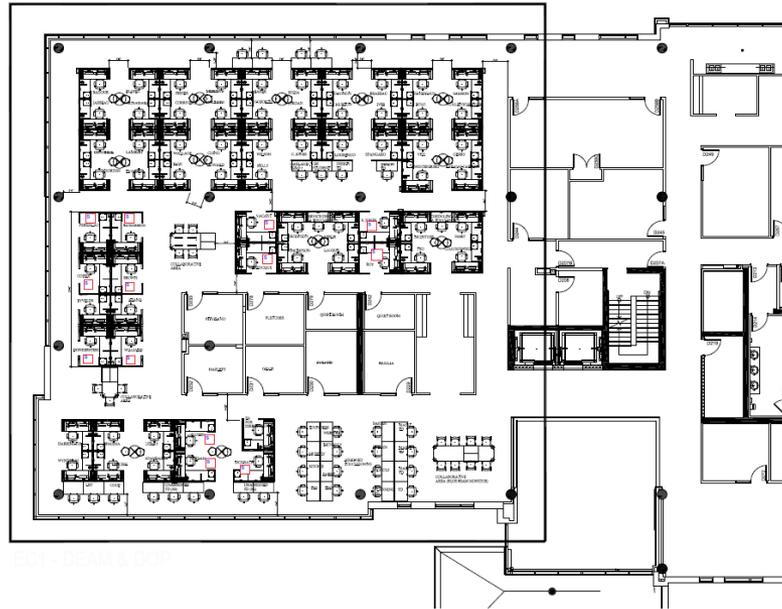
- Posted on July 20, 2018
- Introduces Information Management strategy designed to support Technology Plan





## > NEIGHBOURHOOD PLANNING

## Neighbourhood Planning – Design Principles



- Our new facilities are designed to have meeting rooms and offices with hard walls located in the core of the building to keep higher traffic areas centralized and further from the quieter, open work areas.
- Workstations are placed closer to windows to allow access to natural light through the workspace – enhanced by lower cubicle walls.

## Neighbourhood Planning – Process

- Two-phased approach – June thru August, 2018.
- Led by Division Chief with Directors and Managers, as appropriate; facilitated by Manager, Change and Culture and verTerra Project Manager.
- Phase One – Information and Discovery
  - Review of space allocation, ground rules and space standards.
  - Discovery of types and styles of work within the Division, adjacencies.
  - Identification of unique furniture needs.
- Between Sessions – ABI (furniture dealer/supplier) interior designers created draft floor plans based on Phase One discussions.
- Phase Two – Floor Plan Working Session
  - Review draft floor plans with ABI interior designer.
  - Confirm locations and proposed workstation configurations by group, section, unit.

## Neighbourhood Planning – Ground Rules

- Work within the floor plate allocated to the Division.
- There will be multiple smaller neighbourhoods, or groups, within Divisional neighbourhood.
- Configure neighbourhoods to support the types of work being done – they should not all be the same.
- Meeting rooms and shared spaces, such as collaboration spaces and quiet rooms will not be altered or encroached upon.
- Hard walls will not be altered.
- Space standards cannot be increased, but can be decreased if it makes sense for the type of work being done or to support a design to promote collaboration.
- Consider the FRP Guiding Principles – Collaboration, Innovation and Health & Wellbeing in discussions.

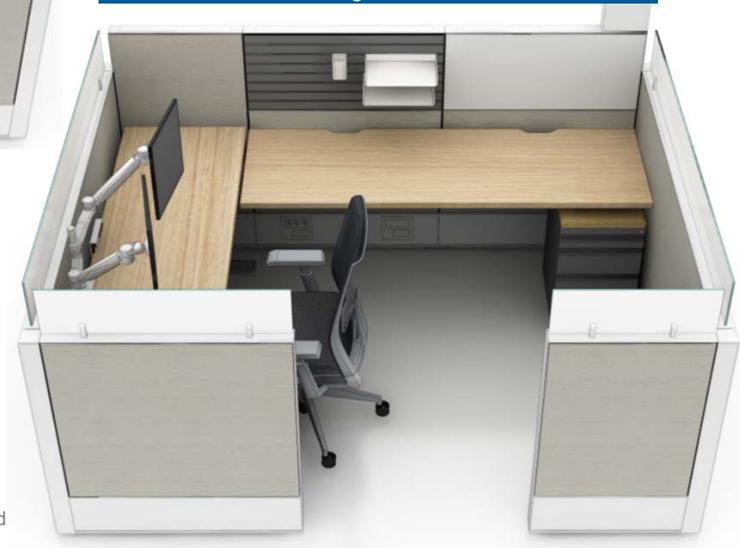
## Work Stations – Employees/Supervisors



- Total workstation height 50"
  - Solid panel 42"
  - Frosted glass 8"
- Standardized to 6x6
- Height adjustable/sit-stand desk
- Laptop with dual monitors (desk top computer only if required for work)
- No waste management at desk level

### Workstation Options – Selected by Employees:

- Double panel whiteboard or single panel whiteboard and single panel slat wall
- Cushion top on storage cube to pull out for additional seating



## Work Stations – Configuration Options



Cubicle Configuration

Pod Configuration

- Based on neighbourhood planning, approximately a 50/50 split between the more traditional cubicle configuration and the pod configuration; work station configurations were selected based on the type of work being done and the focus on greater collaboration.

## Work Stations – Touchdown Stations



- Based on neighbourhood planning, assigned and non-assigned touchdowns embraced by all Divisions.

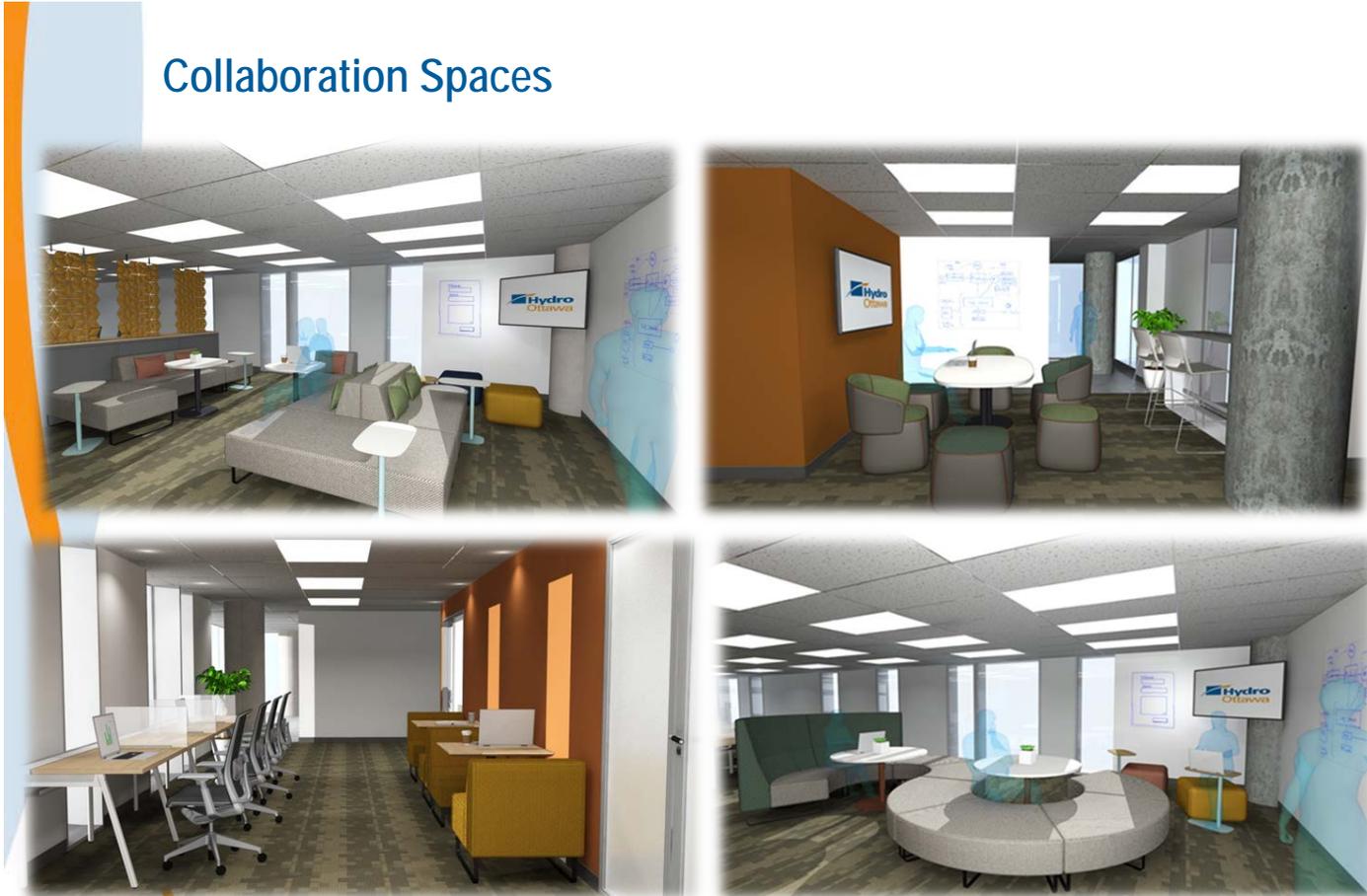
## On-floor Filing/Storage and Collaboration Spaces



## Offices



## Collaboration Spaces



- Many collaboration spaces have digital screens and wall talkers to enable collaboration and new ways of working together.

## Quiet Rooms



- With the majority of employees working in open work spaces, multiple quiet rooms are provided on each floor for private conversations or personal calls.

## Meeting Rooms



Large Meeting Room (18 – 20)



Large Meeting Room (18 – 20)



Medium Meeting Room (8 – 10)



Small Meeting Room (6 – 8)

- Same experience in every meeting room.
- Clear tables – no wires, mics concealed in ceilings.
- Wireless connectivity to large flat-panel display screens.
- Video conferencing capabilities.
- Touch panels to operate room and AV equipment.
- Scheduling/booking panel outside of rooms with occupancy sensors.

## Furniture Demonstration

- In an ongoing effort to inform and engage employees, a furniture demonstration was set up in the Albion cafeteria to showcase the new work stations, touch down stations and collaboration space furnishings; employees from Merivale were bused to Albion.





## > HEALTH AND WELLNESS

## Multi-faith Room



- Based on feedback from focus group – space non-bookable but can be reserved for special faith-based events; a contemplative space that is simple and not distracting, with soft seating options and storage for items such as prayer mats, books, etc., as well as incorporating nature and art.

## Gym at Main Office



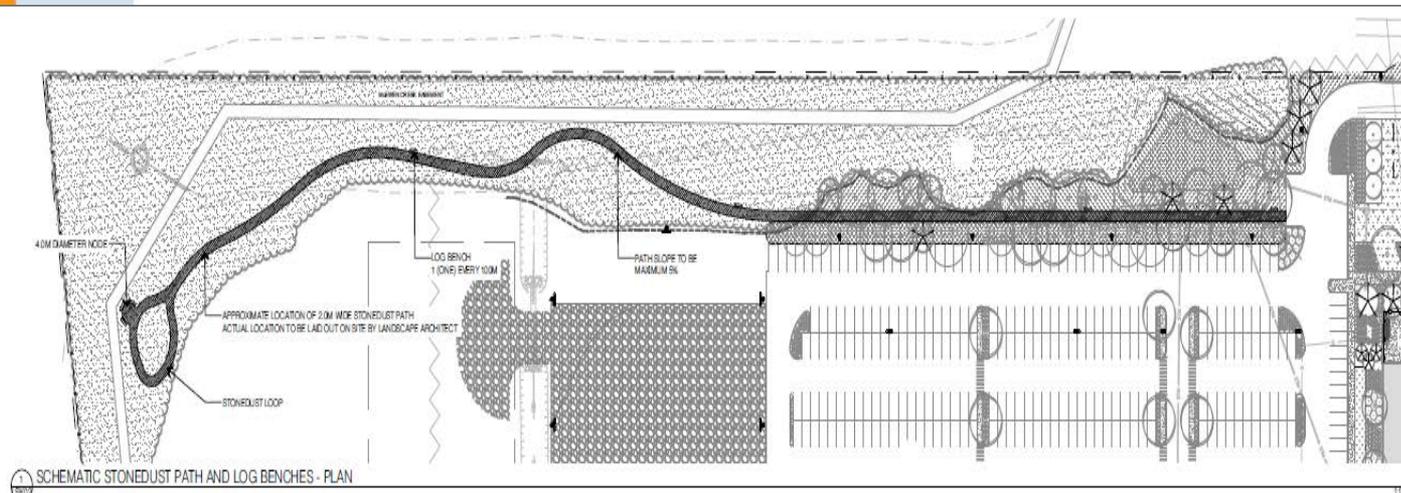
- Gym equipment selection based on Fitness and Wellness Survey feedback. An RFP is currently underway for the procurement of the equipment. In the fall, focus groups will be held to determine programming for the adjacent fitness studio. The gym and fitness studio look out to the exterior sunken garden.

## Sunken Garden at Main Office



- Seating options are being considered for sunken garden.
- Memorial plaque of fallen workers to be incorporated into sunken garden.

## Walking Path at Main Office



- Along the walking path there are opportunities for seating, such as benches as well as the potential for fitness activities, in the form of signage, to encourage different exercises that can be done at each bench.



## > WAYFINDING, SIGNAGE AND NAMING CONVENTIONS

## Signage and Wayfinding

- Four *Navigating Our New Facilities* focus groups were held with employees from across the organization to inform the strategy for signage, wayfinding and meeting room naming conventions
- Signage strategy focused on a simple, “less is more” approach, using picture/icons instead of words, where possible
- Meeting room naming convention themes were generated at the focus groups. Themes and meeting room name options were then evaluated by all employees through a series of online surveys. The top rated themes and options will be used in the naming of meeting rooms in the Main Office, the East and South Operations Centres as well as the Bank Street Learning Centre.

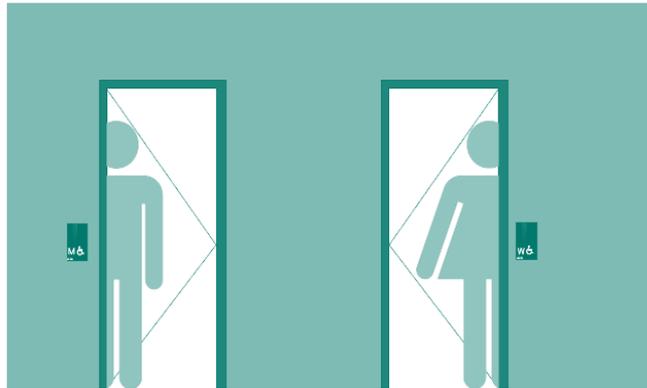
## Signage and Wayfinding – General Icons



Where possible, use icons instead of words for signage.



## Signage and Wayfinding – Washroom Signage



Element of fun added to the facilities through signage.

Braille required

## Signage and Wayfinding – Meeting Rooms

Inspiration



Signage on glass to leverage space.

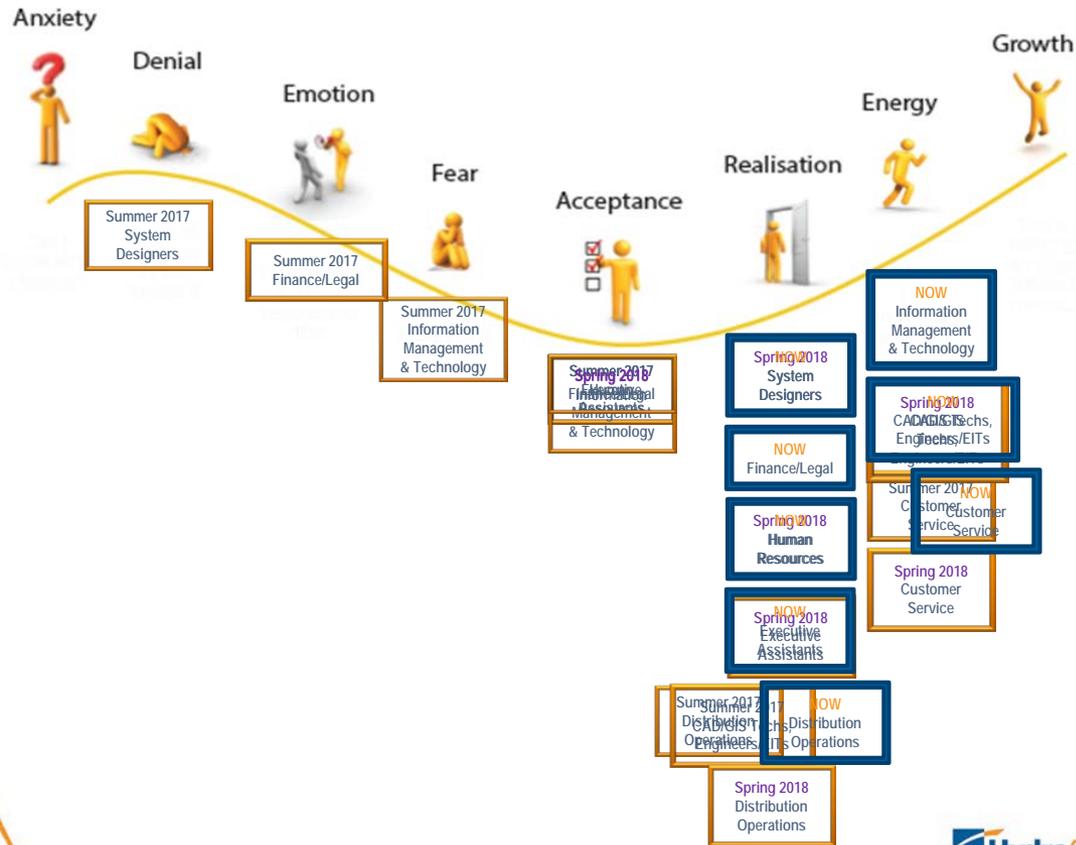
- Meeting room name along with a simple, representative graphic to be visible in the frosted portion of the glass beside each meeting room door.

## Signage and Wayfinding – Parking Lot Signage



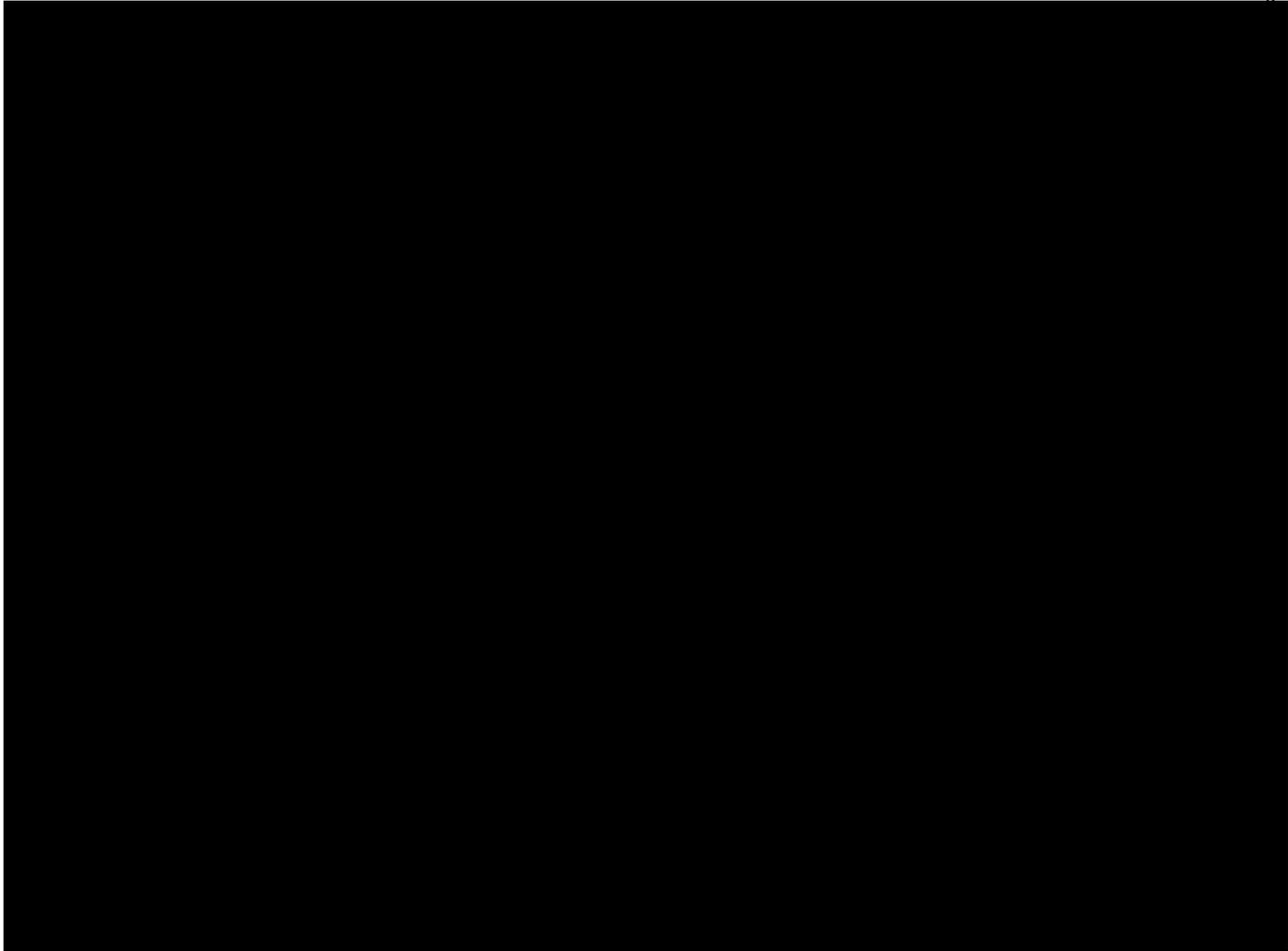
- Clear, visible signage, with icons where possible, to be used throughout the parking lot at both the East and South campuses.

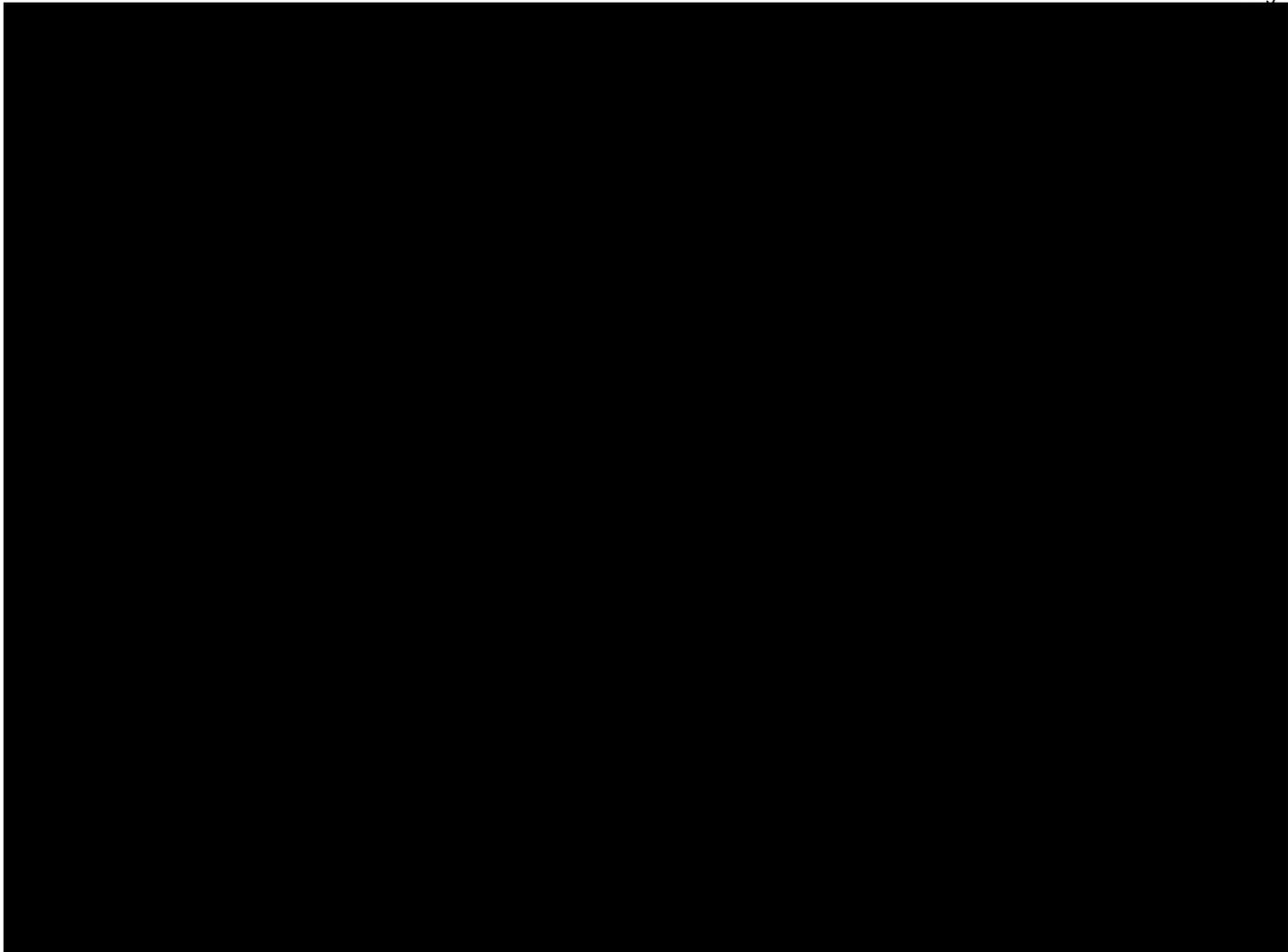
## The Change Curve – Where we were are now

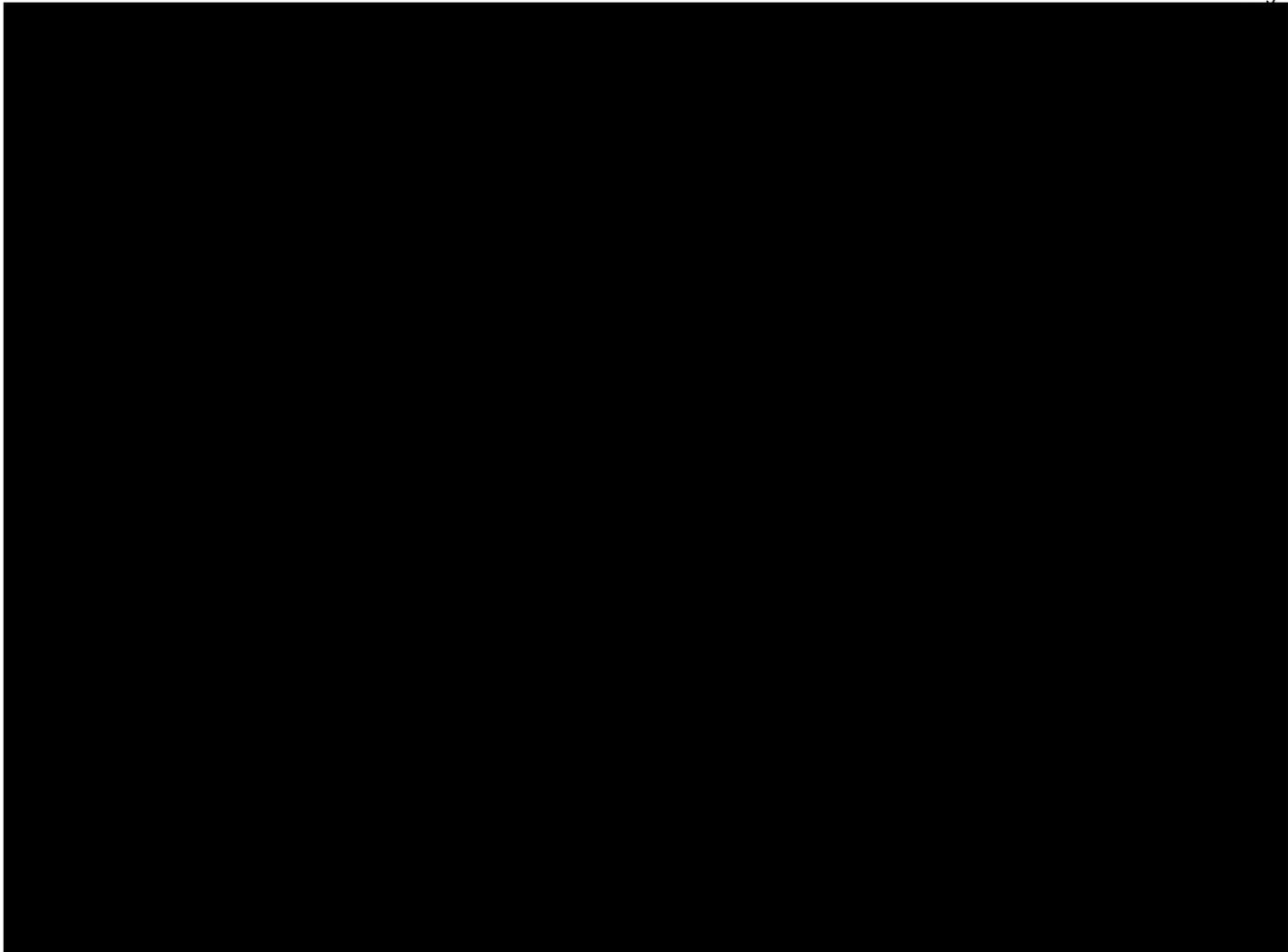


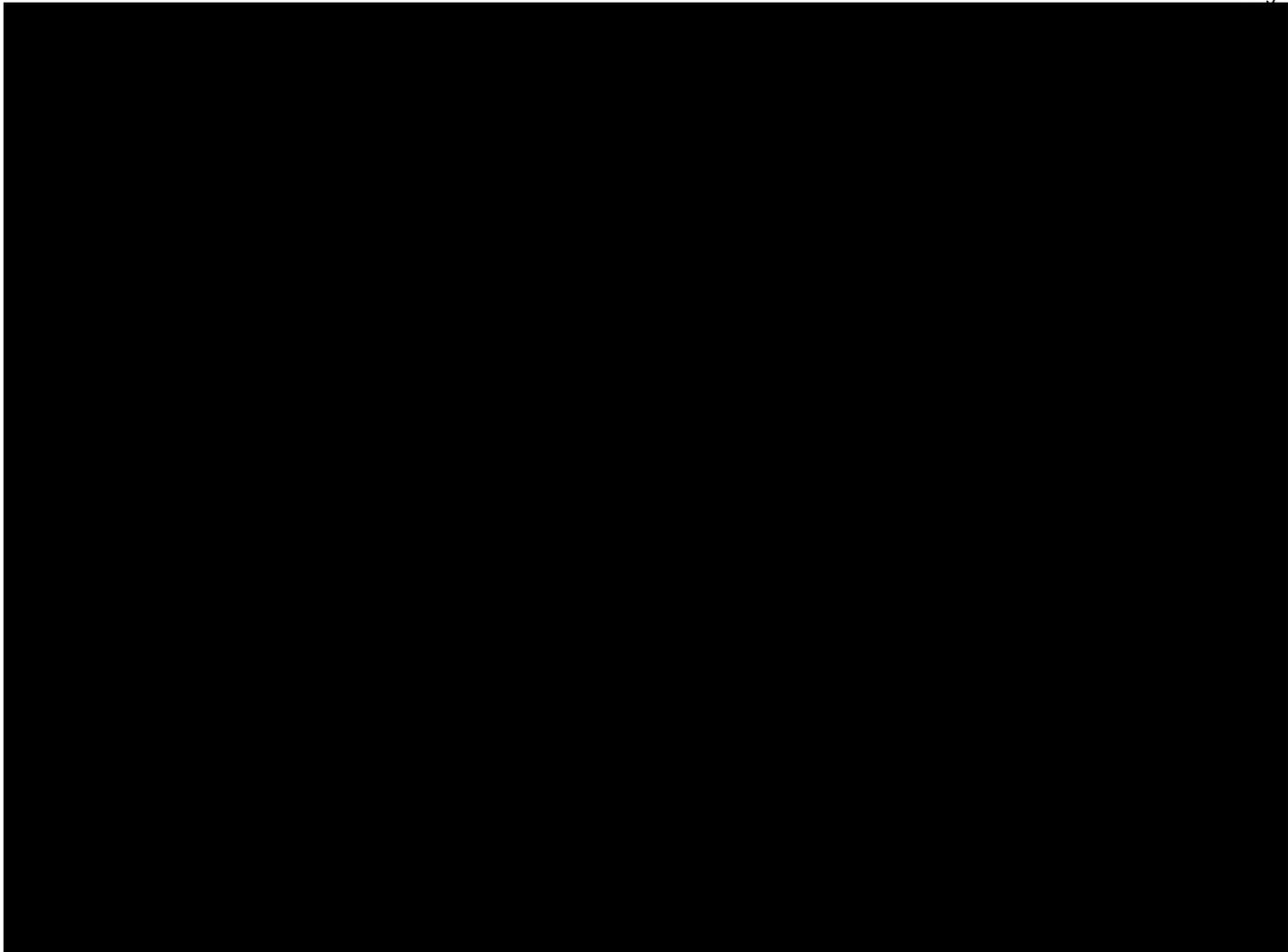
## What's Next To End of Year

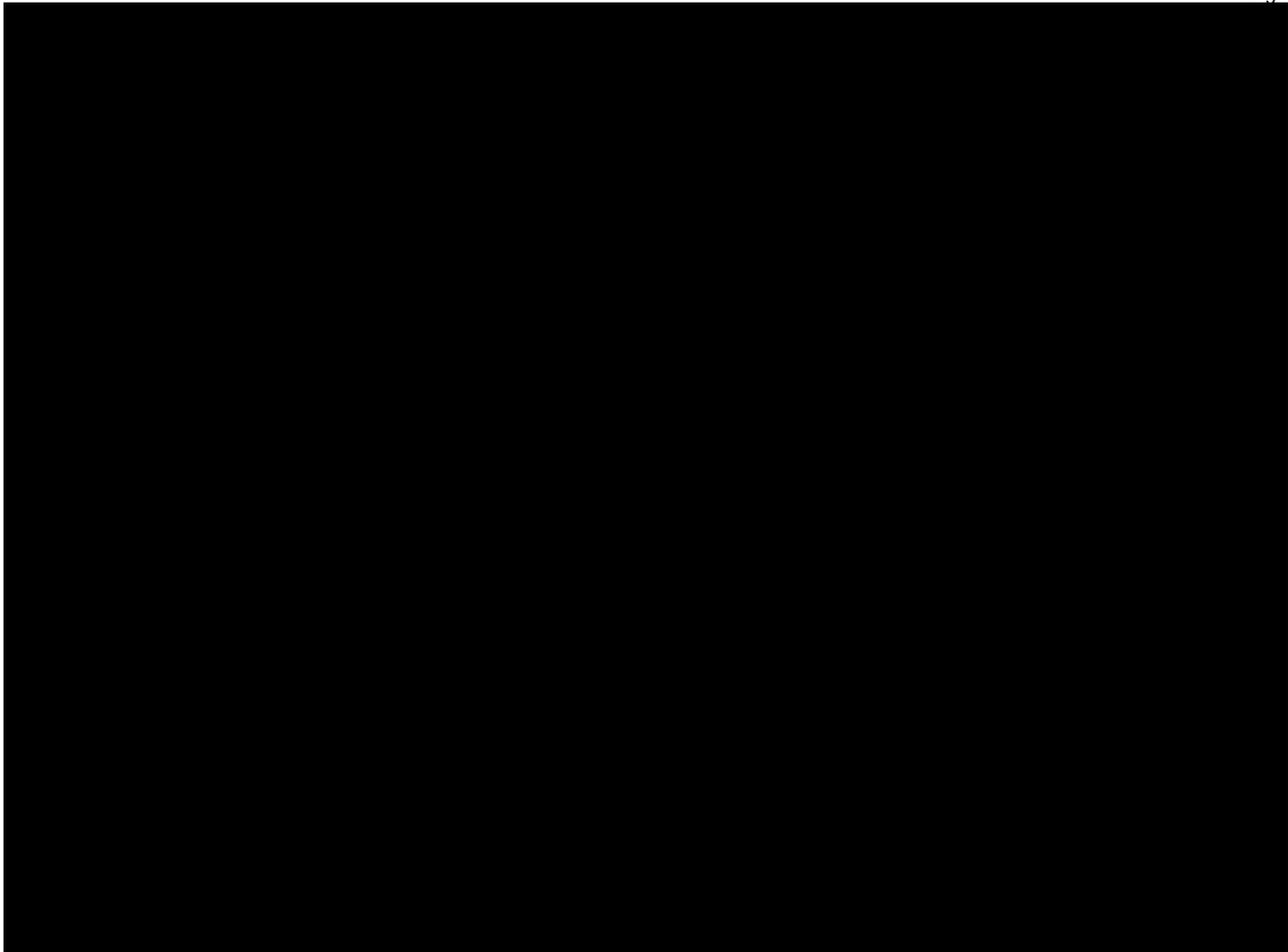
- Fitness Equipment and Food Service RFPs, to include front-line employees on evaluation committees similar to Furniture RFP process.
- Finalize meeting room naming convention
- Define Art Program
- Finalize Lobby Design
- Develop programming and launch Time Capsule
- Continue with office, workspace and garage cleanouts
- Demonstration at All Employee Event including 360 walk-through video
- Move Planning and Orientation
- Continue work on P<sup>4</sup> Project
- Launch formal evaluation of change readiness

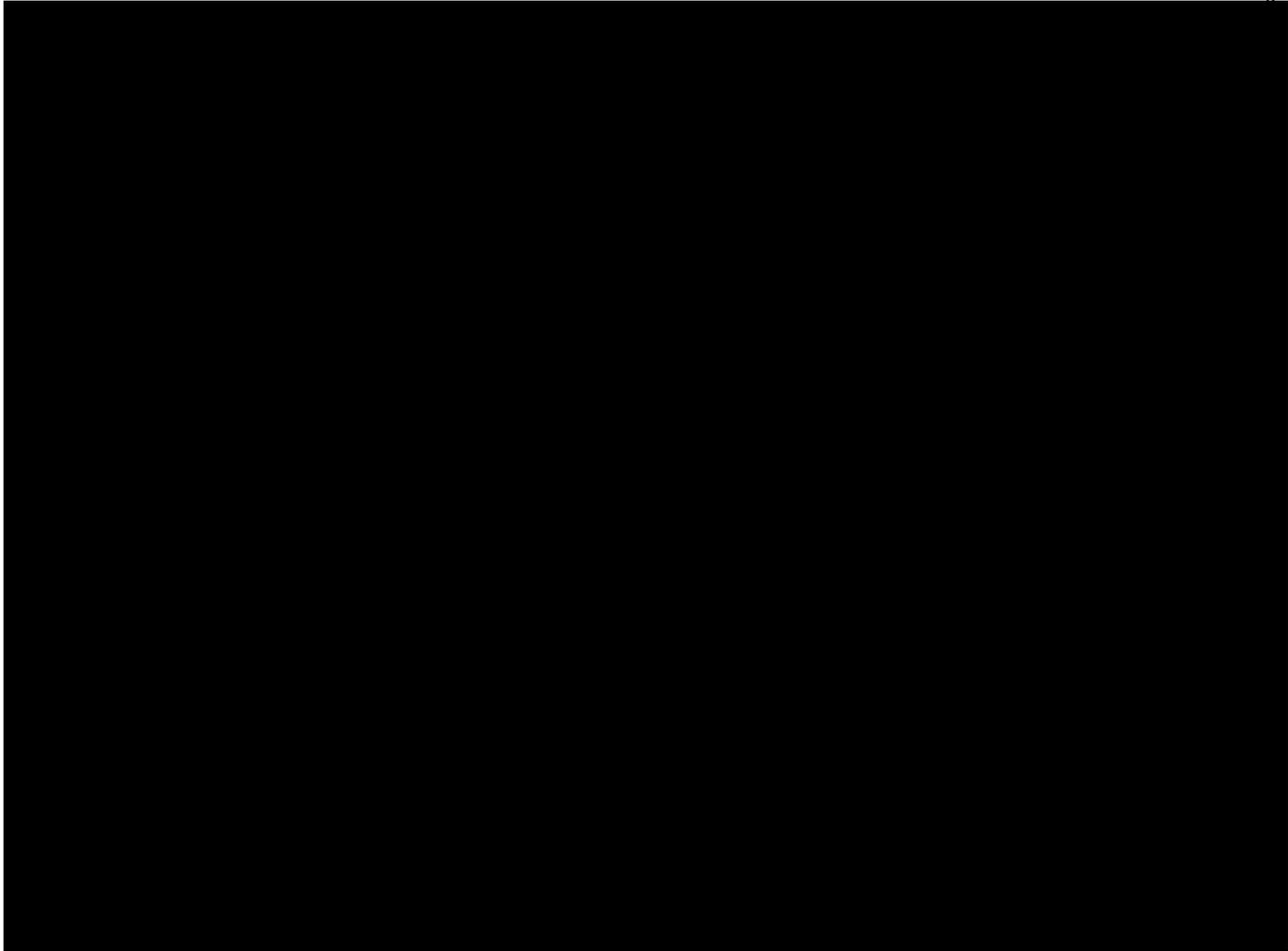


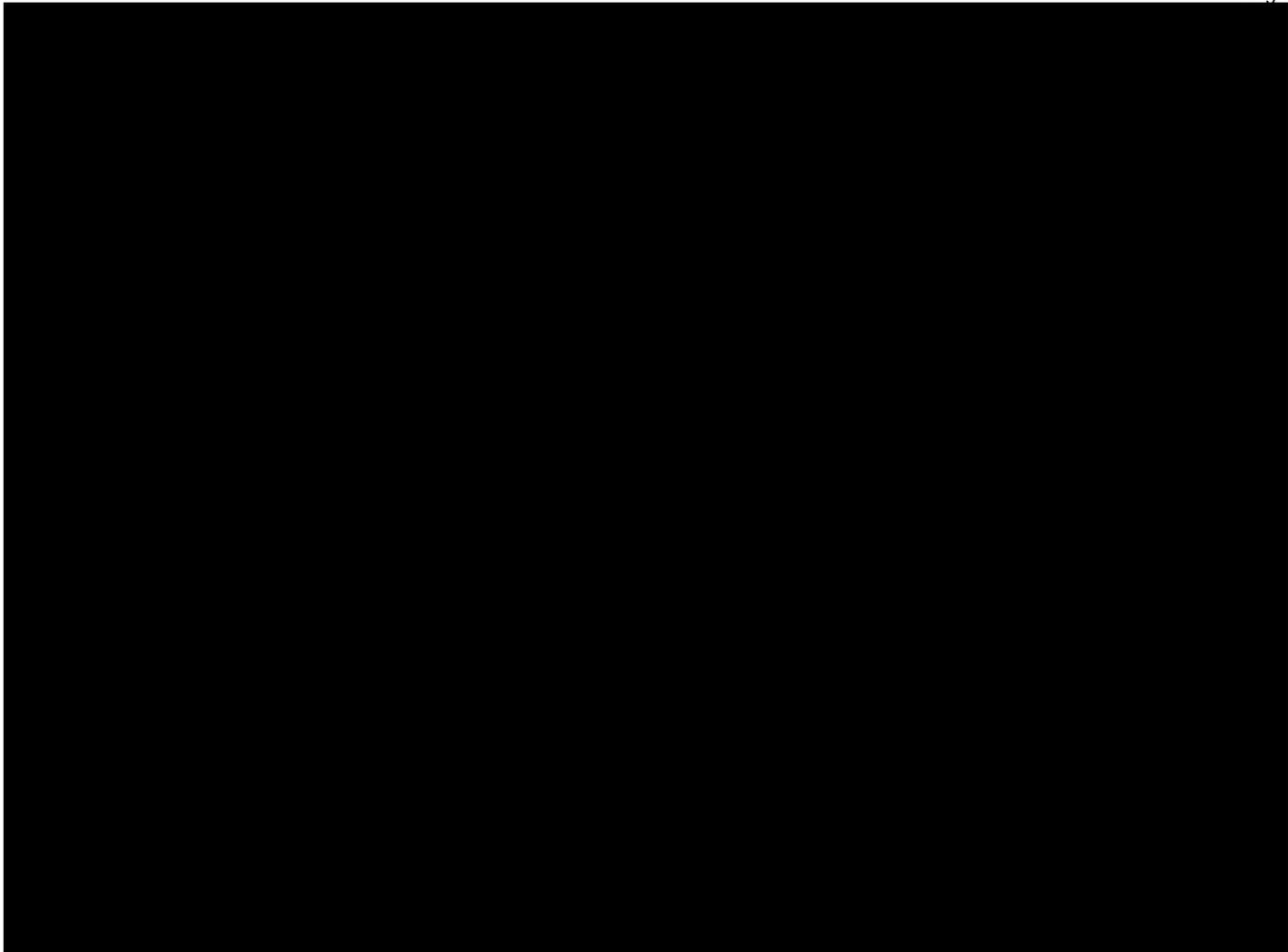


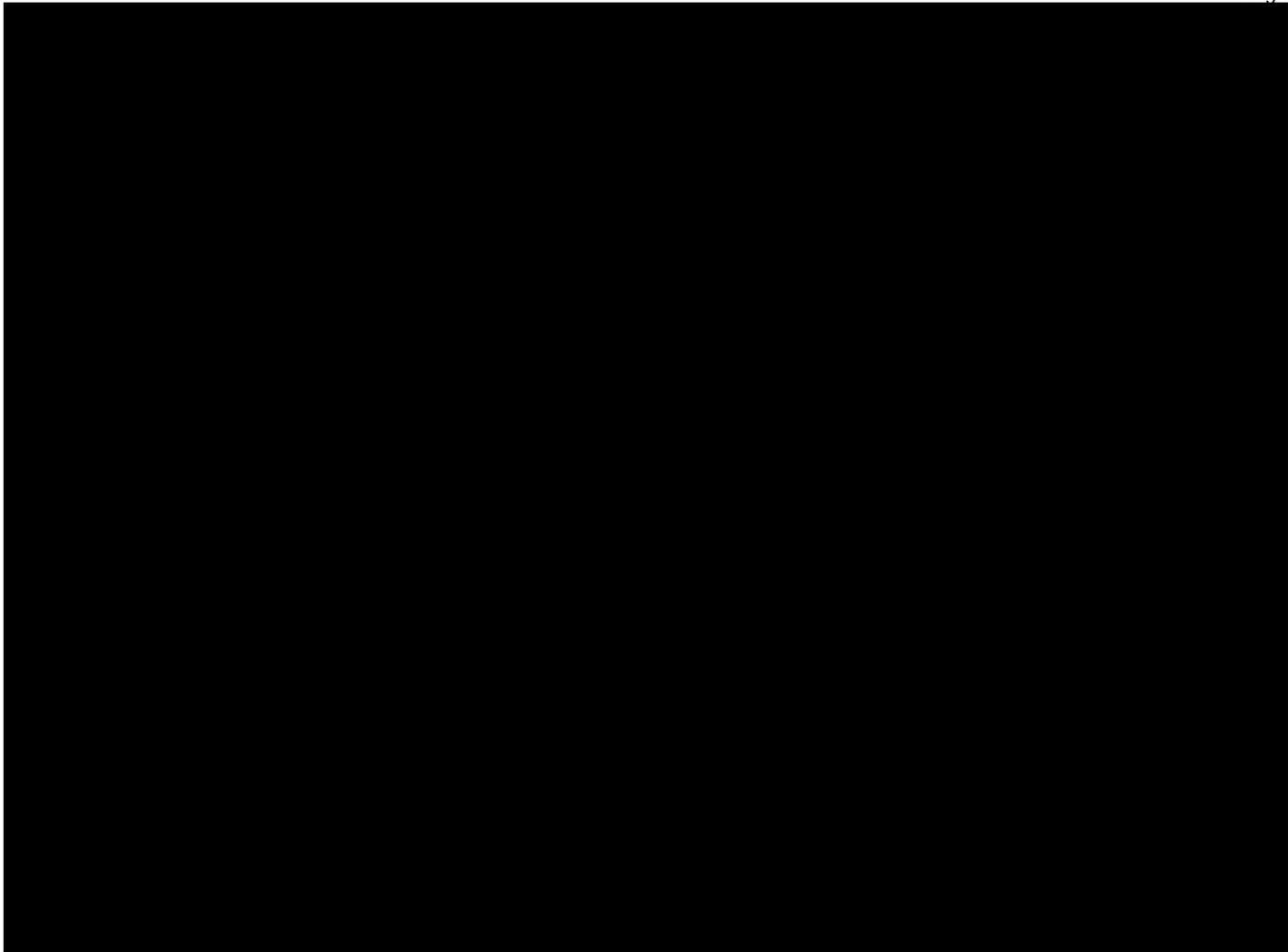












Annex "A"

# > FACILITIES RENEWAL PROGRAM

Strategic Initiatives Oversight Committee

November 15, 2018

privileged and confidential





## > DESIGN BUILD UPDATE





**> VIDEOS WILL BE VIEWED AT THE MEETING**

## Status Update

- On budget; contingency management remains imperative to completion.
- East Campus construction completion March 22, 2019. South Campus construction completion April 5, 2019.
- HOL fit-up start January 2, 2019 to April 1, 2019. HOL Operational migration complete by April 8, 2019 and staff migration complete by May 13, 2019.
- Construction Safety Record: No lost time accidents over 660 days worked.
- East Campus Construction (82.6% complete):
  - EC1 envelope trims, mechanical/electrical, elevators, interior finishing all levels, building system commissioning and HOL technology cabling/infrastructures in progress.
  - EC2 concrete and masonry complete, envelope trims, mechanical/electrical and interior finishing in progress.
  - EC3 concrete/masonry complete, bridge crane, interior finishing.
  - Site works including landscaping, sidewalks, parking lots and Hunt Club road modifications.
- South Construction (62.5% complete): building envelope and sitework priority before winter; garage concrete, interior masonry/drywall framing, mechanical/electrical distribution in progress.
- South Campus sprinkler issue resolved. City accepted technical proposal; Sullivan presented direct costs to HOL of \$228K, negotiated settlement 50/50 (HOL exposure \$ 114K).

## Status Update

- South Campus MOE Approval: MOE withholding approval, requested peer review on Sullivan's storm water pond design, completed by Sullivan, awaiting MOE acceptance. No cost risk to HOL but MOE approval required to obtain occupancy permit.
- Solar: Designs and approvals completed. South Campus solar generation offsets 100% of HOL power demand, East Campus generation +/- 18% of demand. Foundations commenced, system completion (both sites) March 2019. Final budget \$1.985M, original budget \$2.55M.
- LEED GOLD certification secure for both campuses (60-79 points required; HOL has +/- 70).
- HOL Managed Works:
  - Main furniture designs completed, orders released. Under budget.
  - Data Hall and Control Room technology and equipment ordered (POD on site).
  - Operational shelving /racking design complete.
  - Fitness Equipment tender closed and awarded.
  - Signage, Wayfinding and Lobby Graphic awarded, in progress.
  - Food Service RFP tender released to market, closing November 21, 2018.
  - Operational logistics (moving) RFI closed – assessment ongoing.
- Operational Integration Plan and schedule revised due to South Campus construction delays.

## Budget

- Total program 76% complete; Construction 76% complete (billings ending October 31, 2018).
- Forecast on budget.
- Forecasted contingency at completion \$.602M: +\$.134M variance from September report as a result of furniture savings.

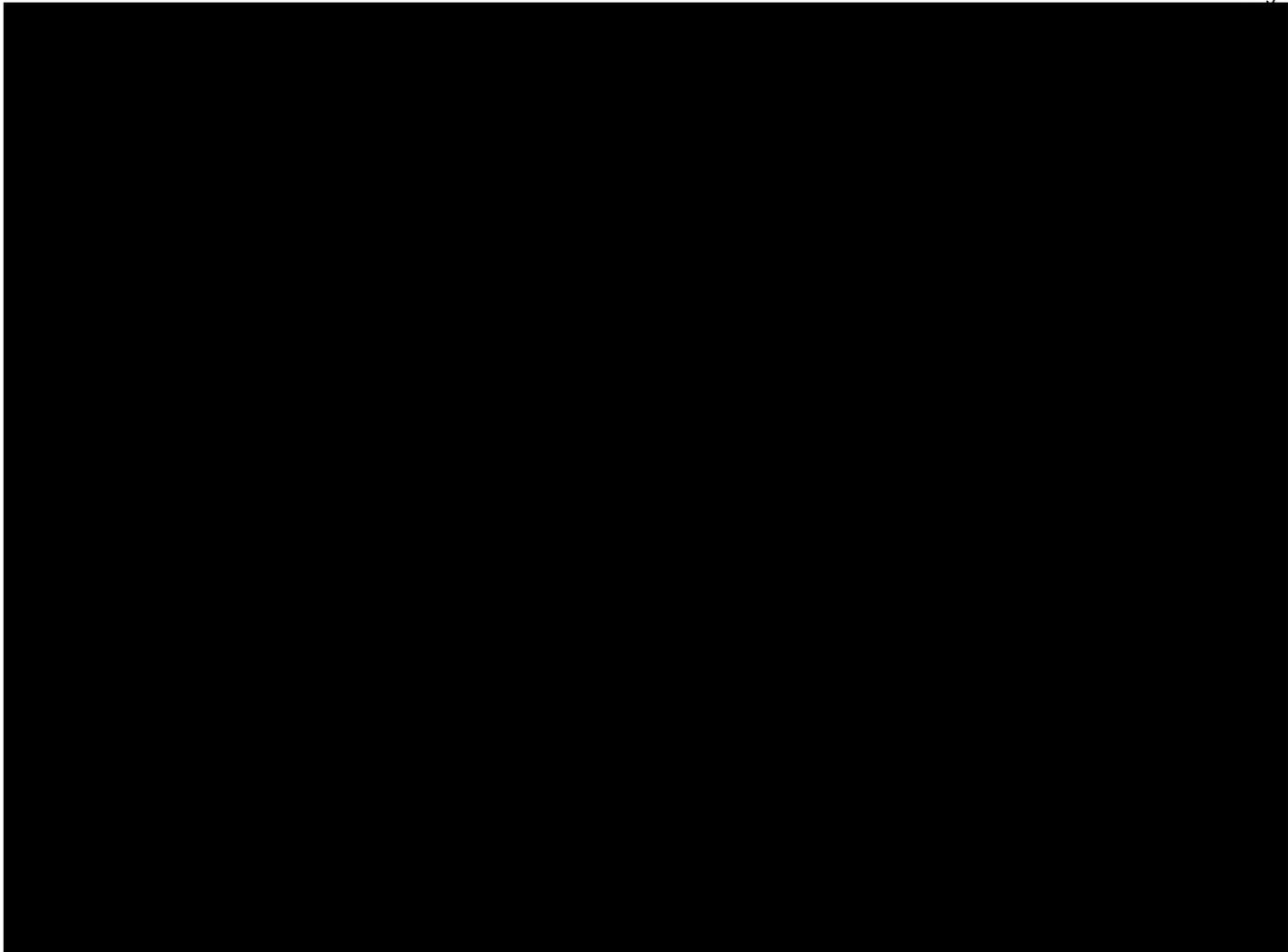
Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Oct. 31rst, 2018	Current Forecast Oct 31rst, 2018	Invoiced To Date Oct. 31rst, 2018	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 1,172,626	\$ 3,726,684	\$ 80,680	\$ 3,807,364	\$ 2,972,769	78%
	HOL Program Changes/Reallocations	\$ -	\$ 1,928,608	\$ 1,928,608	\$ 1,967,500	\$ 4,417,026	\$ 2,319,523	53%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 4,535,067	\$ 63,322,383	\$ 48,046,899	76%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ (394,630)	\$ 1,620,170	\$ 952,400	59%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (625,000)	\$ 3,400,000	\$ -	0%
	<u>HOL Contingency</u>	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (6,084,535)	\$ 602,057	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,500,000</b>	<b>\$ 73,622,591</b>	<b>76%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$2.6M expended on unforeseen/regulatory changes.
- \$3.3M allocated to Operational Improvements, Safety, Technology and Security.

Change Categorization					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 490,901	\$ 1,928,199	\$ 1,308,278	\$ 1,812,162	\$ 1,526,564	\$ 7,066,104
6.9%	27.3%	18.5%	25.6%	21.6%	

## Contingency Management

- No discretionary or non-critical scope changes.
- Closure of all outstanding (un-priced) changes.
- Detailed review of changes, rejection of elevated trade pricing/ alternative means and measures.
- Communications/decision making – weekly issue touchdown meetings with HOL Project Steering Committee Co-Chairs and staff; and Sullivan.



## Key Program Risks and Mitigations

RISK	IMPACT LEVEL	PROBABILITY	MITIGATION(S)
1. Schedule Compression – completion stack affect (construction/HOL fit-up)	Budget: LOW Schedule: HIGH Quality: HIGH	HIGH	<ul style="list-style-type: none"> <li>• Daily/weekly issue reporting</li> <li>• Coordinated planning</li> <li>• VTC/Sullivan Executive oversight</li> <li>• Managed communications</li> </ul>
2. South Campus MOE Approval	Budget: LOW Schedule: HIGH	HIGH	<ul style="list-style-type: none"> <li>• Escalation with MOE</li> </ul>
3. Sullivan/sub-trade change pricing	Budget: HIGH Schedule: LOW	HIGH	<ul style="list-style-type: none"> <li>• Limit/defer changes</li> <li>• Close outstanding changes</li> <li>• Sullivan/verTerra diligence</li> <li>• Rejection/deferral of change</li> </ul>
4. HOL Change/Operational Integration	Budget: HIGH Schedule: HIGH	MODERATE	<ul style="list-style-type: none"> <li>• Managed communications/ decision making</li> <li>• HOL resource dedication to project</li> <li>• 3<sup>rd</sup> party resource supplement</li> </ul>

## Next Quarter Look Ahead

- EC1 complete envelope trims, continue interior finishing, mechanical/electrical, and system commissioning, commence HOL fit-up.
- EC2 envelope trims, mechanical/electrical and interior finishing.
- EC3 (complete).
- Complete East Campus site work (roads, parking, landscape – some deferral to spring).
- Commence Solar arrays and EC carport.
- SC complete building envelope and site work (asphalt/sidewalks landscape, complete concrete work, continue mechanical/electrical distributions, interior walls).
- Complete HOL procurements (logistics & food services).
- Continue HOL facility assumption planning and preparedness.



## > CHANGE MANAGEMENT AND ENGAGEMENT

## Piloting Our New Technology

- Meeting room technology demonstration set-up at Albion and meeting room and collaboration space technology in place at renovated Bank Street Learning Centre providing the opportunity to train, test configuration and become familiar with the technology. This includes:
  - Large, high definition display screens;
  - Ability to connect how you want – in-room computer or wirelessly from your laptop;
  - Option to have multiple presenters displayed on the screen simultaneously;
  - Web-conference capabilities;
  - Touchscreen phone with in-ceiling microphones and speakers; and
  - Exterior scheduling panel integrated with Outlook calendar.
- The variety of room sizes and layouts at Bank Street provides a “sandbox” to test and modify technology set-up and configurations to ensure the technology will support new ways of working before the move.



## Cleaning Out Our “Stuff”

- The Technology Plan for our new facilities is focused on modernizing our approach to technology and enabling employees to work “anywhere, anytime” and to share and collaborate with colleagues.
- To support this plan, there is a robust Information Management (IM) plan designed to ensure our corporate information and business records are reviewed, organized and stored in an accessible format to allow us to realize the full benefit from our new technologies and our new work environment.
- Significant work has already been done to clean out our paper records in the shared storage spaces at Albion and Merivale, as well as at Bank and the Slater Substation. Digitization is now underway to ensure our business records are maintained, secure and accessible online.
- The current focus is on the clean out of common and individual workspaces and offices.

## Cleaning Out Our “Stuff” Paper Records Storage Spaces

■ To date, records in our shared storage spaces at Albion, Merivale, Bank and Slater Substation have been reviewed, identified and storage method/disposition determined.

### Albion Phase 1 - Records Spaces



Total - 1970 boxes

100% Identified

100% Completed

### Merivale Phase 1 - Records Spaces



Total - 1484 boxes

100% Identified

100% Completed

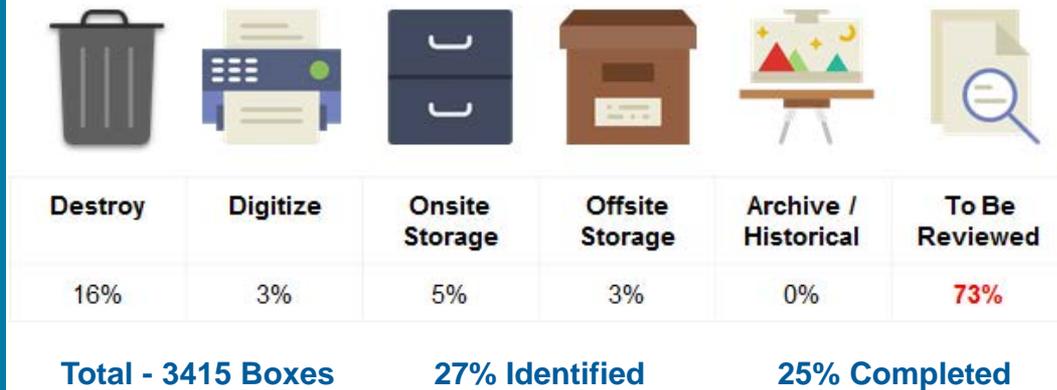
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## Cleaning Out Our “Stuff” Resources to Support Clean Up

- A variety of infographics were created to support the review of records and clean out of shared filing spaces and personal workspaces and to ensure that business records are properly identified and stored, or disposed.

## Cleaning Out Our “Stuff” Divisional Shared Spaces

- Next the focus is on divisional shared spaces and individual workspaces.
- A number of groups have started their clean out, but there is still much work to be done.



## Cleaning Out Our “Stuff” Divisional Shared Spaces and Office Workspaces

- A number of groups have started to tackle their divisional shared spaces and individual workspaces. Workspace Clean Out sessions are booked with the IM team to ensure an IM representative is available to support record review and ensure the proper method of storage or disposition.



## Cleaning Out Our “Stuff” Stations – A Clean Out Success Story

- On August 29 and 30, 2018 the Stations team tackled the Albion garage and on September 5 and 7, 2018 they took on Merivale – the results were impressive and were showcased as an example for other groups to follow.

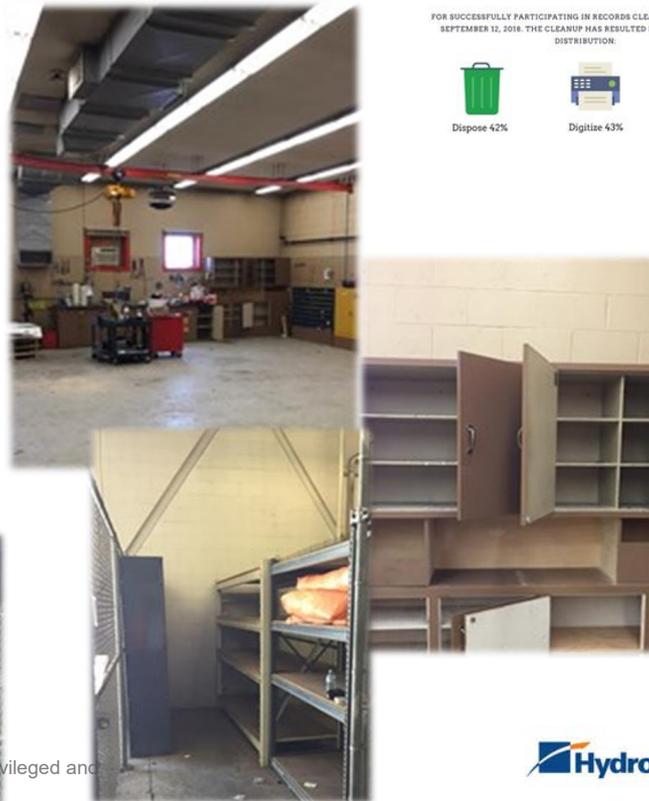
Albion	Merivale
<ul style="list-style-type: none"> <li>Crane bay area – well over 100 transformers cleared out.</li> <li>Transformer shop – transformers cleared out and all cabinets cleaned out.</li> <li>Three storage cribs in the East garage completely emptied.</li> <li>Tool cribs organized and cleaned up.</li> <li>Cable reel storage sorted and cleaned up – approximately 15 reels processed.</li> <li>A full size dumpster of garbage removed.</li> <li>A full size dumpster of scrap metal removed.</li> <li>Over 15 skids packed and wrapped with parts for transport/accessibility prior to move.</li> <li>Crane bay area with spare parts sorted and cleaned.</li> </ul>	<ul style="list-style-type: none"> <li>Relay shop cleaned out.</li> <li>Relay test area in stores cleaned up and sorted.</li> <li>Eight technician cubicles cleaned out and ready for move.</li> <li>Complete file storage at Merivale emptied and now being scanned.</li> </ul>

# Cleaning Out Our “Stuff” Stations – A Clean Out Success Story

BEFORE



AFTER



THIS IS TO CERTIFICATE IS PRESENTED TO THE

**STATIONS GROUP**

FOR SUCCESSFULLY PARTICIPATING IN RECORDS CLEANUP ON AUGUST 28 &  
SEPTEMBER 12, 2018. THE CLEANUP HAS RESULTED IN THE FOLLOWING  
DISTRIBUTION:



Dispose 42%



Digitize 43%



Onsite Storage 15%

## Cleaning Out Our “Stuff” Underground – A Clean Out Success Story

- A recent joint venture between Warehouse, Underground and one of our Field Technicians resulted in the removal and scrapping of 72 cable reels of unusable underground cable which had been stored in our Albion back yard from as far back as 2010 – a significant achievement in yard clean out.



## Cleaning Out Our “Stuff” Office Supply Management

- A significant amount of outdated or surplus office supplies/equipment were turned in during the clean up of shared storage spaces.
- As well, numerous supply cabinets have been identified with a combination of useable and outdated/obsolete office supplies and equipment.



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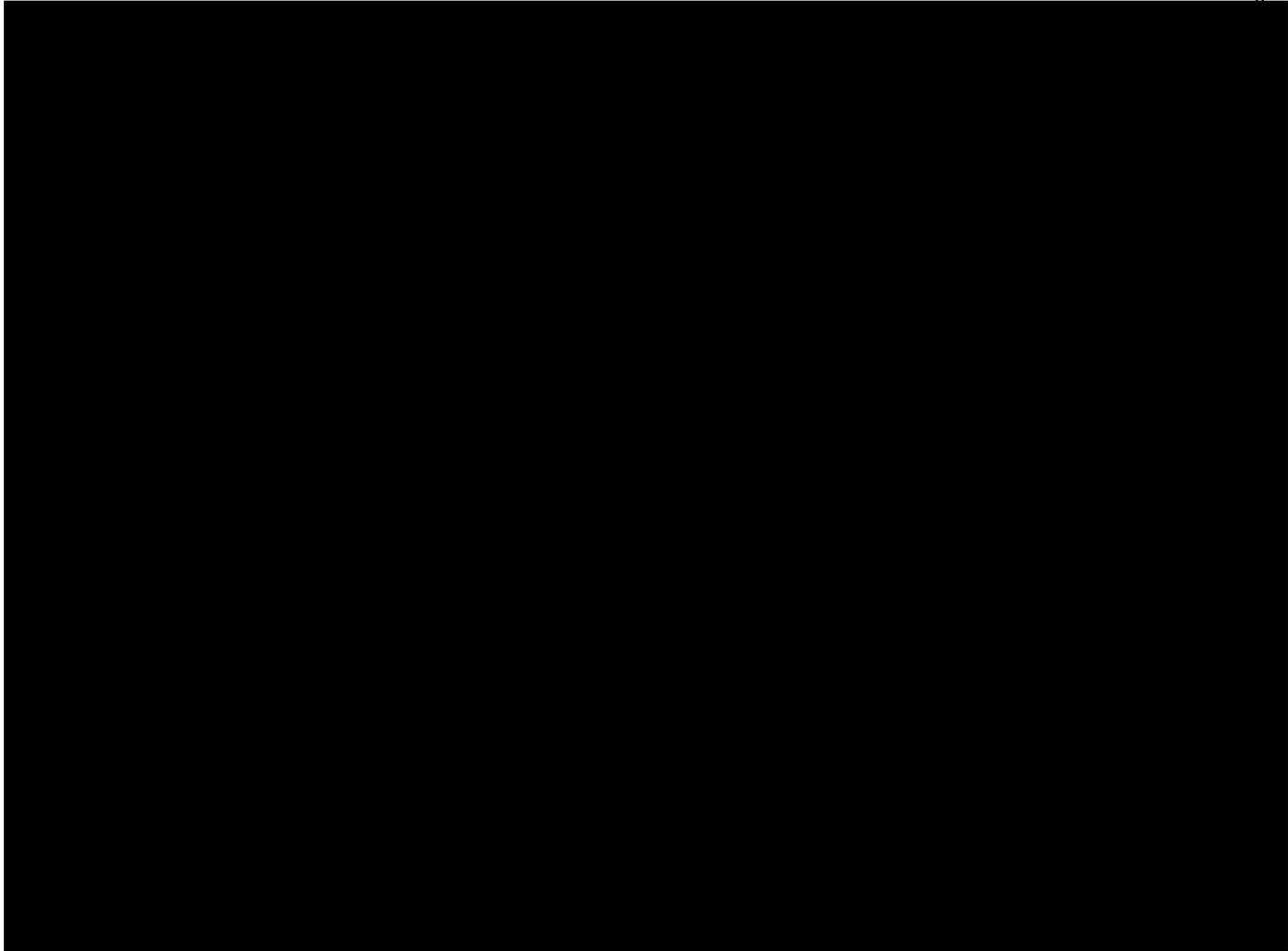
## Cleaning Out Our “Stuff” Office Supply Management

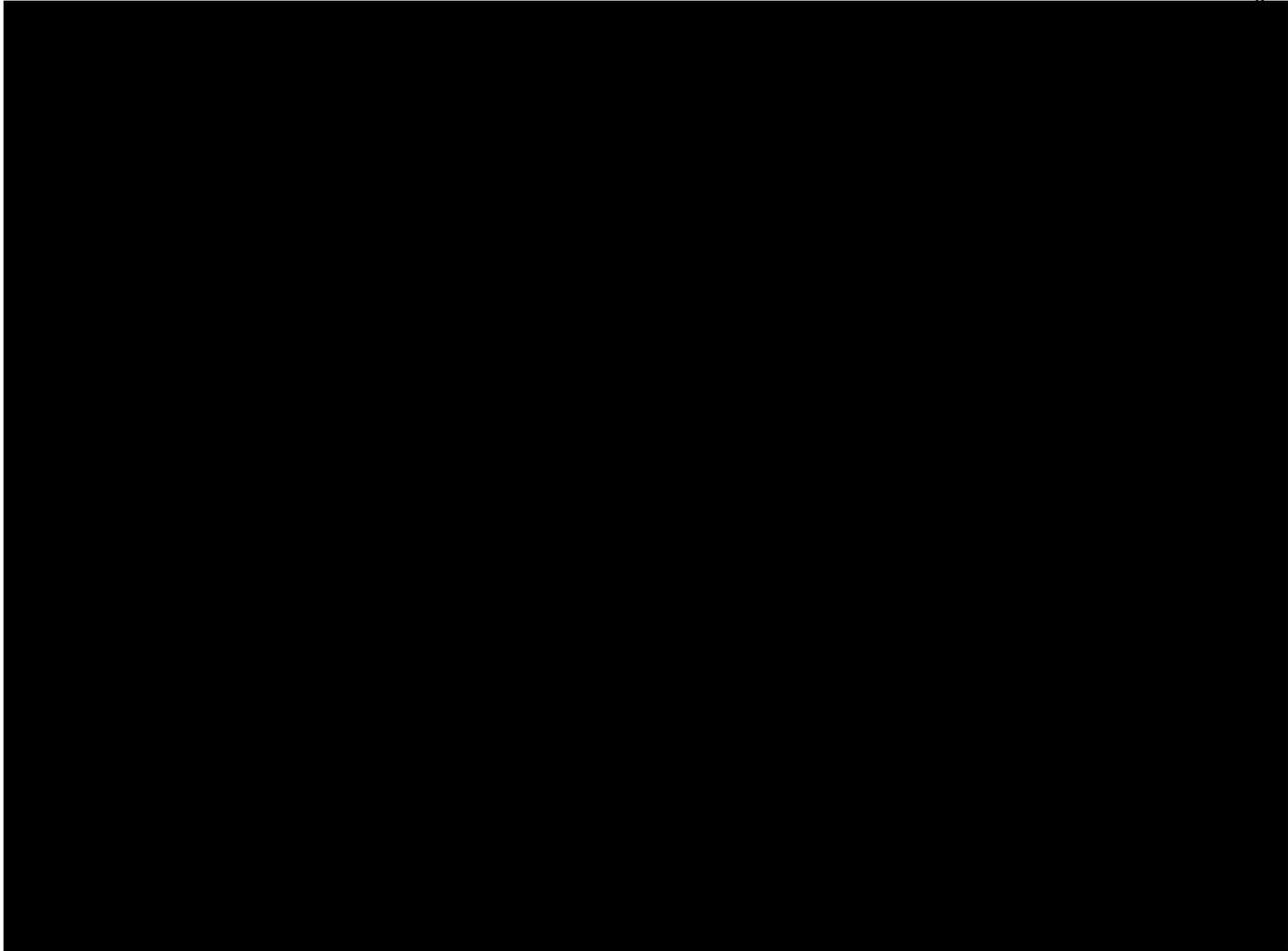
- Efforts are currently underway to clean out office supplies to ensure we don’t end up “moving paper clips”:
  - Put a freeze on ordering of new office supplies;
  - Consolidated useable supplies to one central location at Albion and Merivale to ensure that it is accessible and gets used;
  - Established centralized areas for sorting of obsolete or unusable supplies; and
  - Exploring options to donate, repurpose, recycle or dispose of surplus supplies.
- Going forward, a more standardized and consolidated approach to the ordering and storing of office supplies, utilizing Divisional print/copy rooms in our new facilities to ensure more accountability and better management.

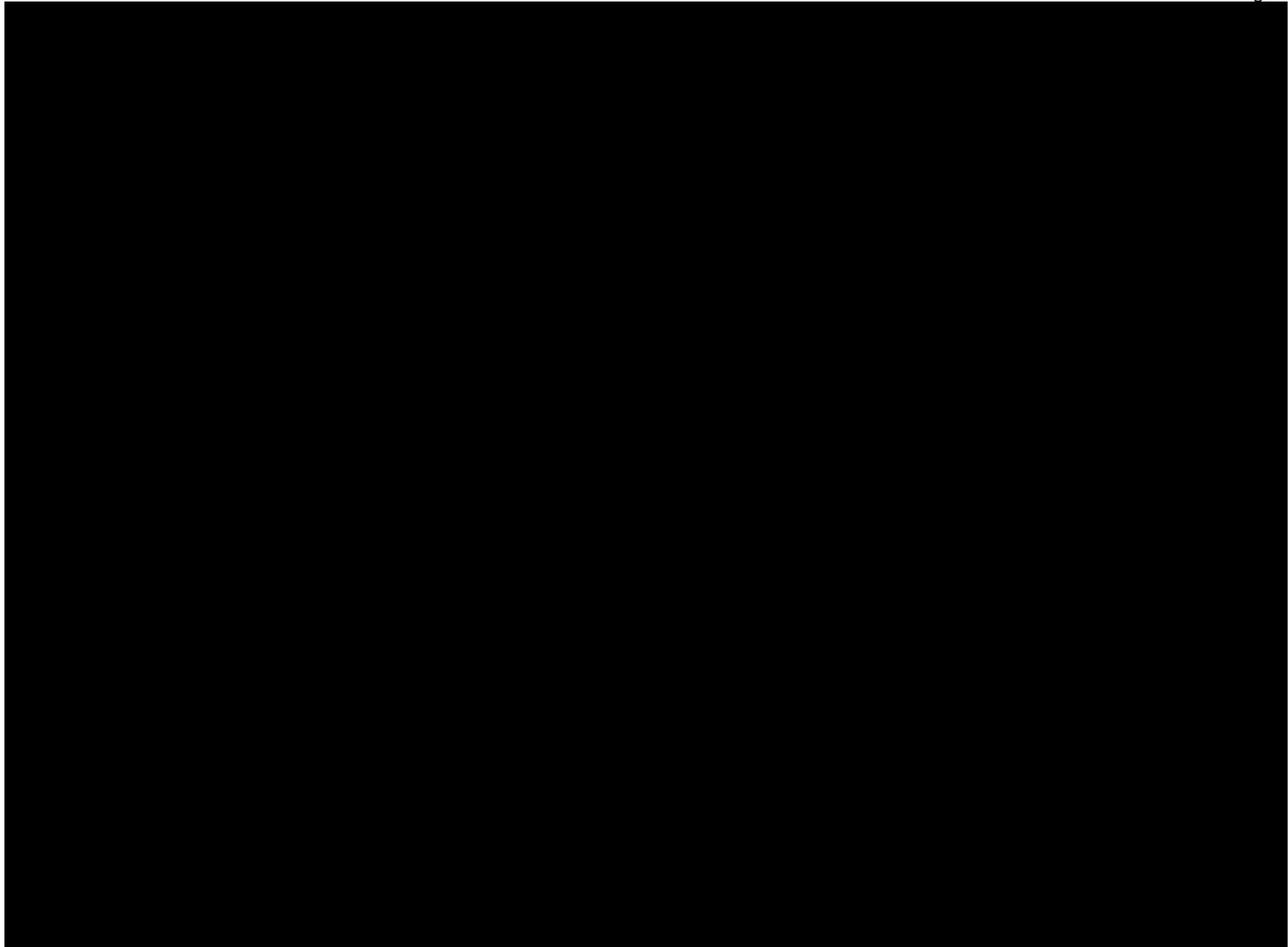
## Continuing to Build Excitement

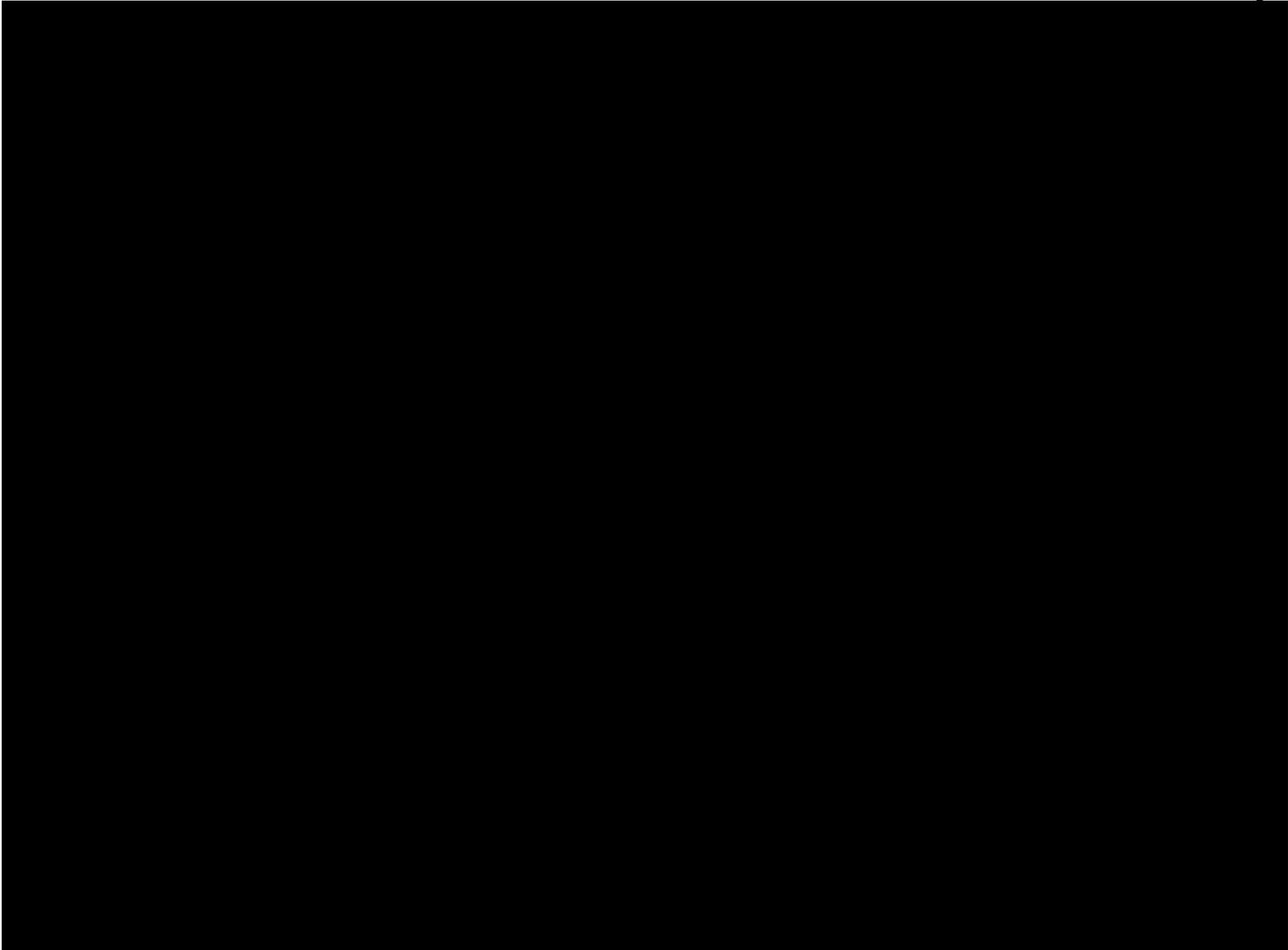
- The recent Employee Forum and Recognition Event provided another opportunity to build excitement with employees using:
  - Fly through videos of the inside of the Main Office, East Operations and South Operations Centre on large digital screens;
  - Engagement with a life-size COLLABORATION puzzle; and
  - Members of the Change Management Committee on hand to answer questions.
- The Executive BLOGS, Guiding Principles materials and videos , and the Countdown to Move are keeping employees engaged and in the know.

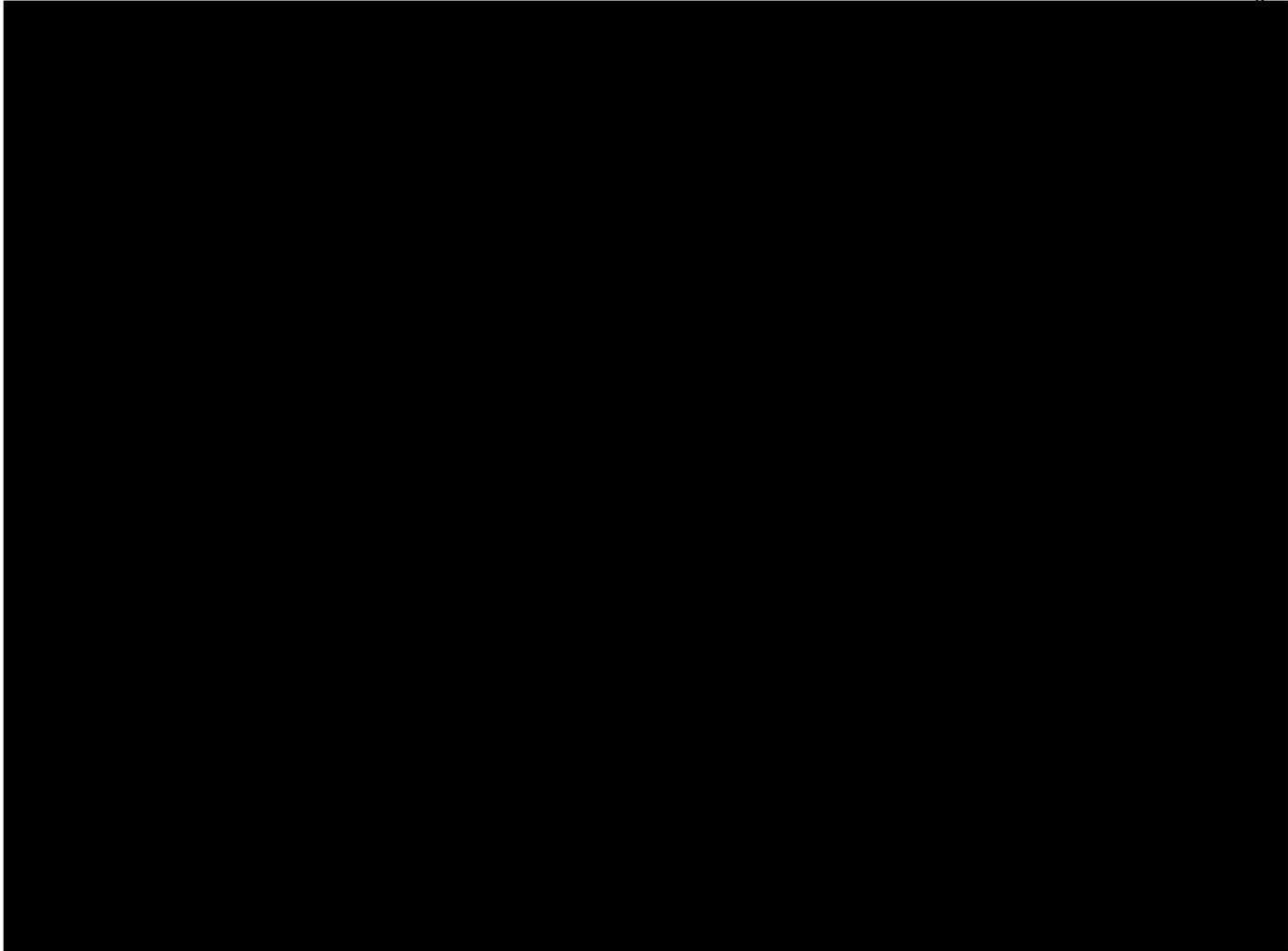


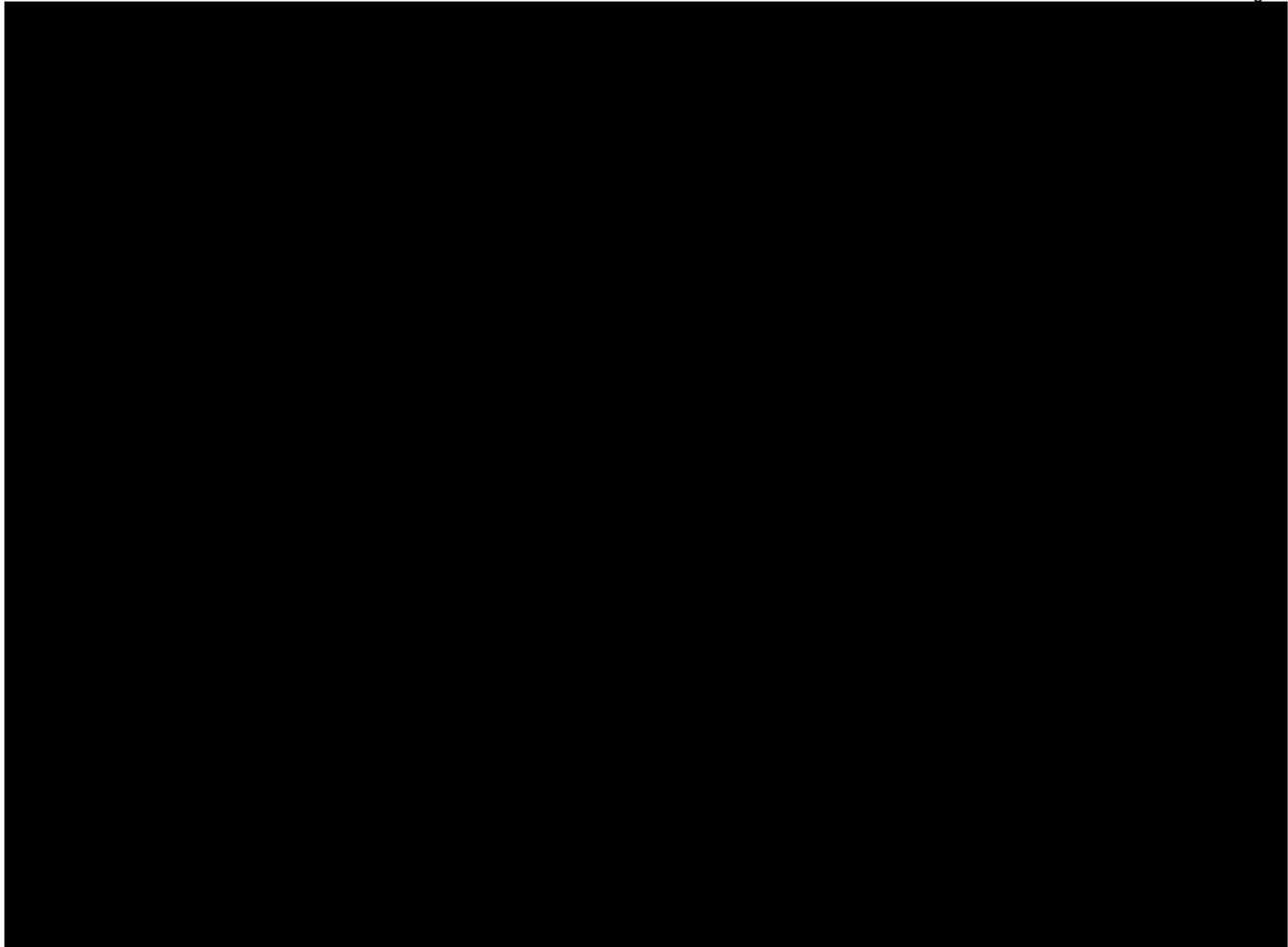


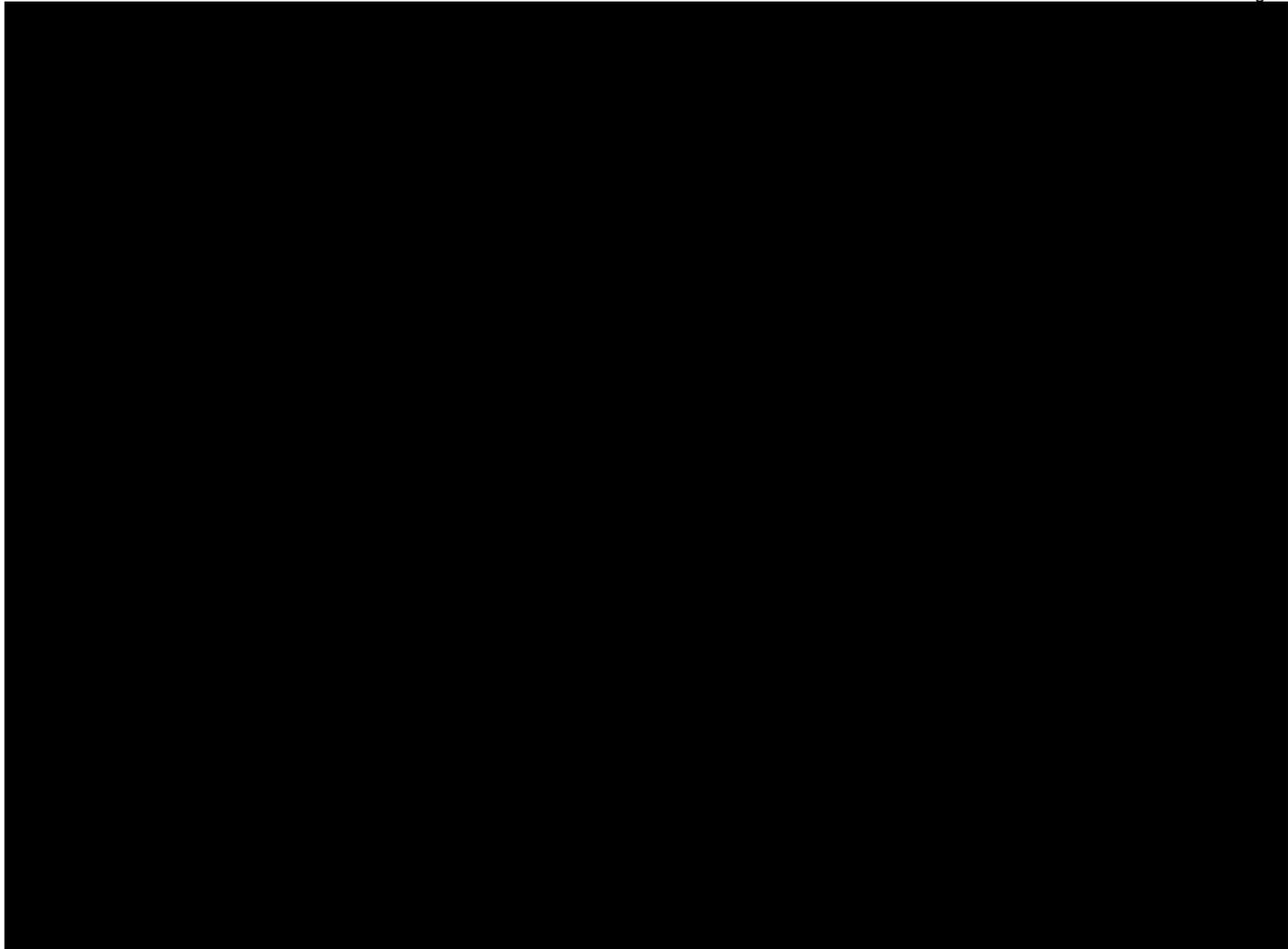


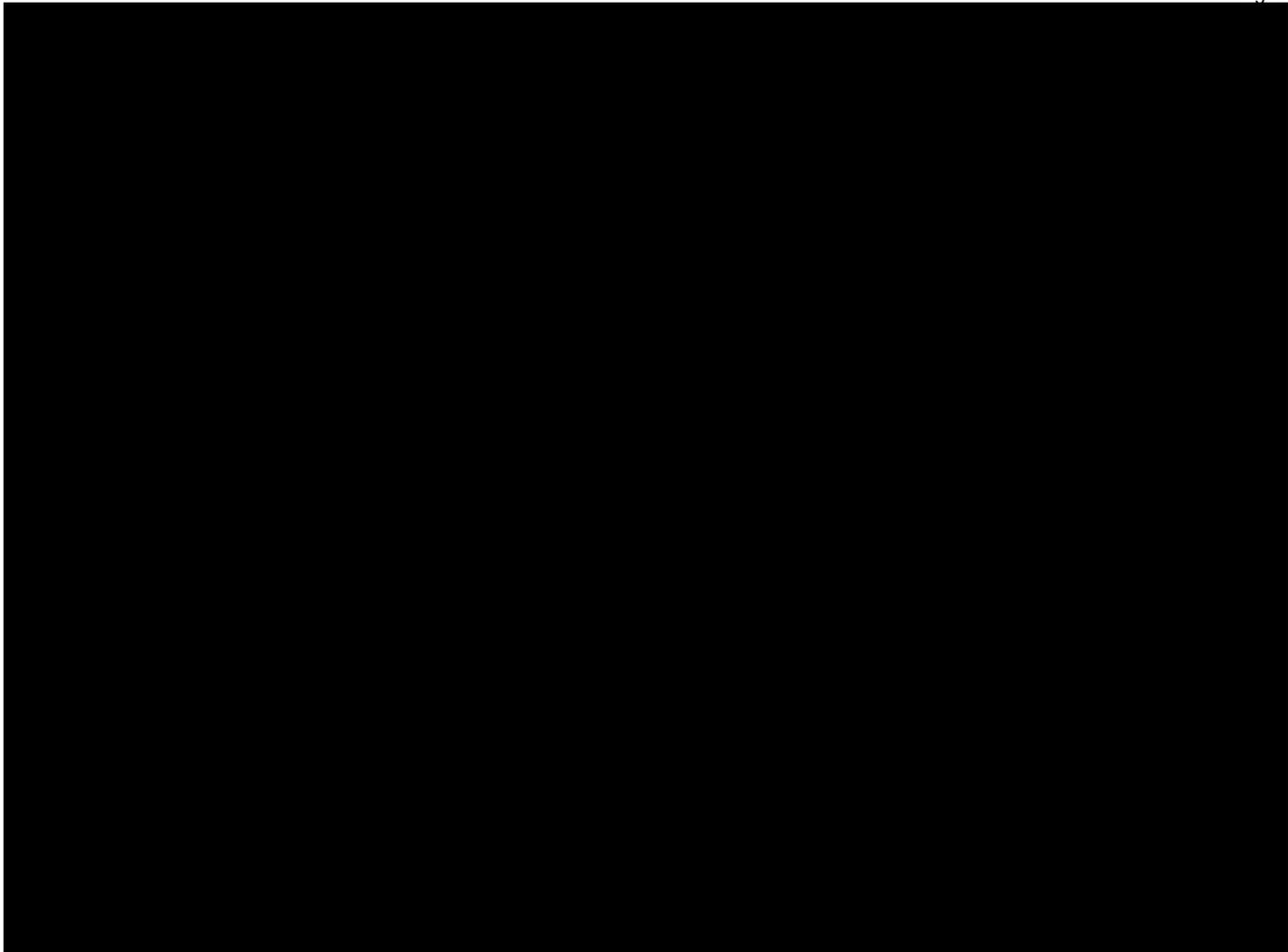


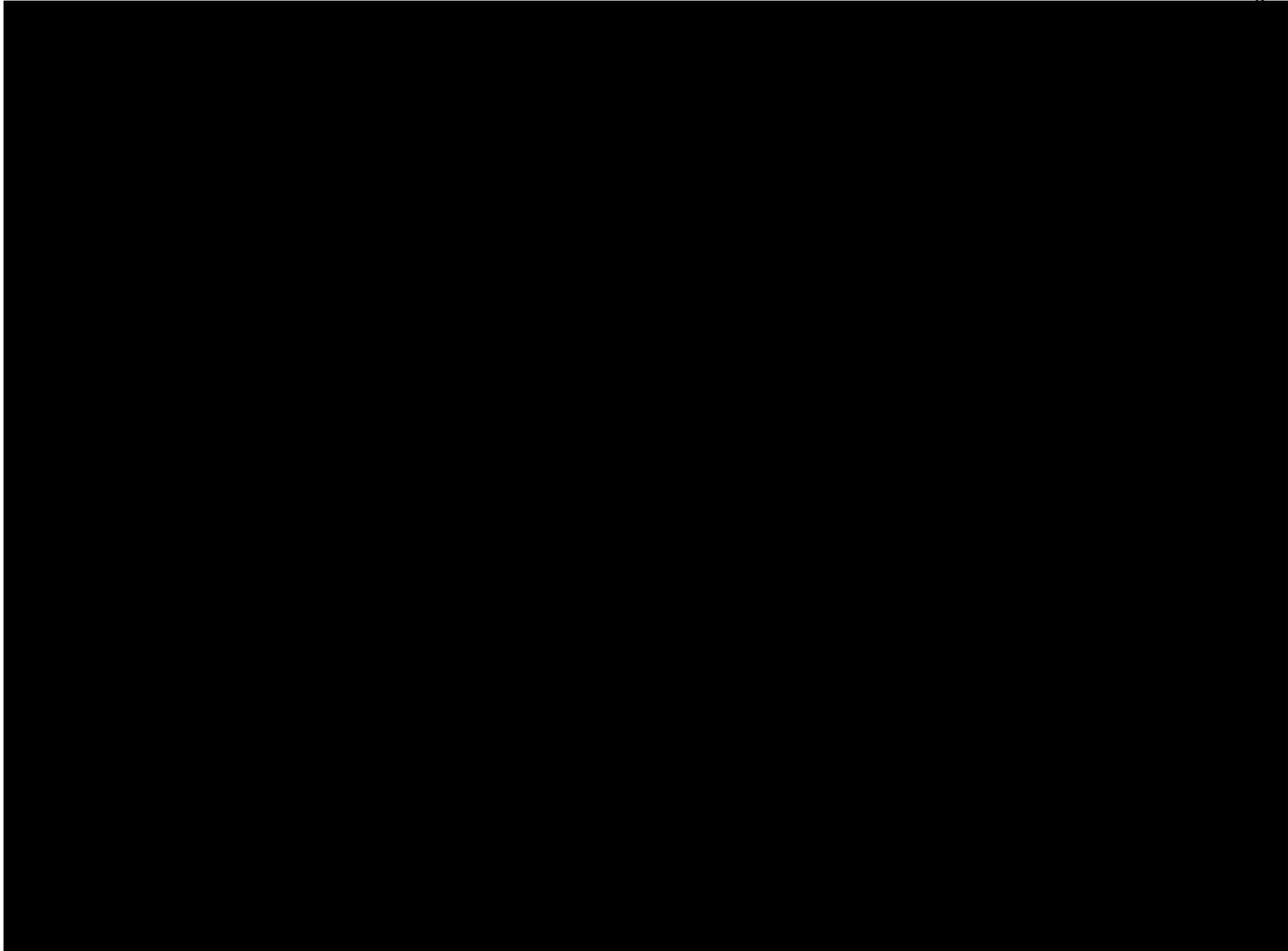












Annex "A"

# > FACILITIES RENEWAL PROGRAM

Strategic Initiatives Oversight Committee

March 28, 2019

privileged and confidential



Strategic Initiatives Oversight Committee Meeting - Facilities Renewal Program

## > DESIGN BUILD UPDATE



## Status Update

- On budget and on schedule. Total FRP program is 88% complete, with the Design Build component 92% complete (as of February 28, 2019).
- Construction Safety Record: No lost time accidents over 701 days worked.
- All East Campus buildings have been certified for occupancy by the City of Ottawa as of March 8, 2019. On track for substantial completion April 19, 2019.
- South Campus construction completion (occupancy) target is April 8, 2019. Schedule very tight and Sullivan and trades working extended hours to meet date.
- South Campus MOE approval matter closed to HOL's satisfaction.
- HOL operational migration has commenced and will be complete by April 15, 2019. HOL main office relocations commence April 26, 2019 and end May 13, 2019.
- South Campus solar system substantially completed; East Campus carport and main array in progress. Forecast completion April 15, 2019, with performance testing to occur in summer.
- Weather dependent works will be completed after HOL occupancy ie: final landscaping.

## Status Update

### HOL Managed Works/ Fit Up:

- HOL IT/Data Systems successfully migrated to EC1.
- HOL System Office completed and tested (ready for use).
- Furniture systems installed in EC1, EC2 and in progress at SC.
- Warehouse and Operational racking/shelving systems installed (EC and SC).
- Exterior Warehouse yard (Merivale) racking systems relocated to SC.
- Fitness Equipment to be installed by April 5, 2019.
- Signage, Wayfinding and Lobby Graphic in progress.
- Food Services contract awarded and finalized, mobilization target April 5, 2019.
- Operational logistics (moving services) and staff moving services scheduled to support migration dates.
- HOL Staff system training commenced.

## Budget

- Total program 88% complete; Construction 92% complete (billings ending February 28, 2019).
- Forecast on budget.
- Forecasted contingency at completion \$.403M, a \$.2M variance from November report.

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Mar. 10th, 2019	Revised Forecast Mar. 10th, 2019	Invoiced To Date Feb. 28th, 2019	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 1,172,626	\$ 3,726,684	\$ (869,321)	\$ 2,857,364	\$ 2,343,536	82%
	HOL Program Changes/Reallocations	\$ -	\$ 1,928,608	\$ 1,928,608	\$ 2,381,860	\$ 4,710,100	\$ 3,885,418	82%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 5,340,636	\$ 64,127,952	\$ 58,183,148	91%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ (394,630)	\$ 1,620,170	\$ 1,371,362	85%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (575,000)	\$ 3,450,000	\$ 282,000	8%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (6,283,178)	\$ 403,414	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,500,000</b>	<b>\$ 85,396,464</b>	<b>88%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$2.6M expended on unforeseen/regulatory changes.
- \$4.1M allocated to Operational Improvements, Safety, Technology and Security.
- Values below do not show forecast reductions that offset change values.

Change Categorization					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 685,300	\$ 1,948,199	\$ 1,420,561	\$ 2,228,761	\$ 1,865,290	\$ 8,148,112
8.4%	23.9%	17.4%	27.4%	22.9%	

## Key Program Risks and Mitigations

RISK	IMPACT LEVEL	PROBABILITY	MITIGATION(S)
1. South Campus Schedule and City Occupancy	Budget: MED Schedule: HIGH	MODERATE	<ul style="list-style-type: none"> <li>• Daily reviews with Sullivan</li> <li>• Extended hours/shifts</li> <li>• Operational move extension (contingency)</li> <li>• Frequent reviews with City Inspector</li> </ul>
2. HOL Facility System Integration	Budget: MED Schedule: LOW	MODERATE	<ul style="list-style-type: none"> <li>• Commissioning gap identification</li> <li>• Advance Vendor orientations/testing</li> </ul>

## Next Quarter Look Ahead

- Substantially complete construction program (both campuses).
- Construction deficiencies completed and weather dependent works ongoing.
- All furniture systems completed.
- All Technology Systems (Security / Audio Visual / WIFI) completed.
- Signage & Graphics completed.
- HOL Facilities & Staff system training completed.
- HOL Operational fit-up and migration completed:
  - System Office / Facilities Live April 9, 2019;
  - Operations/Warehouse/Transformer & Metering Live April 15, 2019; and
  - Staff relocation to Main Office commencing April 26, 2019 and completed May 13, 2019.
- Solar program (east, south and carport) completed.
- Food Services commence operations; soft start April 5, 2019.
- Fitness Equipment installed and programming commenced.
- Contract reconciliation commenced.

Strategic Initiatives Oversight Committee Meeting - Facilities Renewal Program



**> CHANGE MANAGEMENT AND  
ENGAGEMENT**  
*GETTING READY FOR THE LAST MILE*



# Cleaning Out Our “Stuff”

## Corporate Storage Spaces

- Records in our corporate storage spaces at Albion, Merivale, Bank and Slater Substation have been reviewed and identified, with storage method and disposition determined.

### Albion Phase 1 - Records Spaces



Total - 1970 boxes      100% Identified      100% Completed

### Merivale Phase 1 - Records Spaces



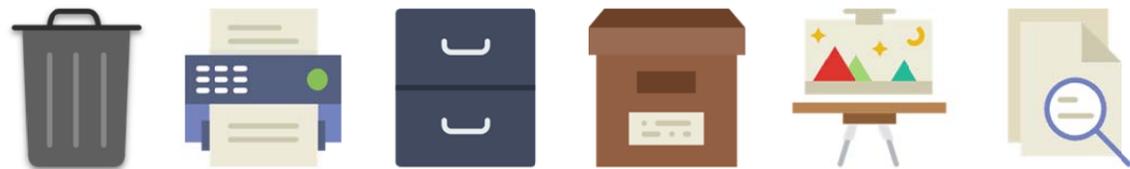
Total - 1484 boxes      100% Identified      100% Completed

privileged and confidential



## Cleaning Out Our “Stuff” Divisional Storage Spaces

- Current focus is on divisional storage spaces and individual workspaces.
- A number of groups have started their clean out, *we are half way there.*



Destroy	Digitize	Onsite Storage	Offsite Storage	Archive / Historical	To Be Reviewed
33%	3%	9%	6%	0%	49%

**Total - 3415 Boxes**

**51% Identified**

## Cleaning Out Our “Stuff” Offices & Workstations



Start:  
2,435 Boxes



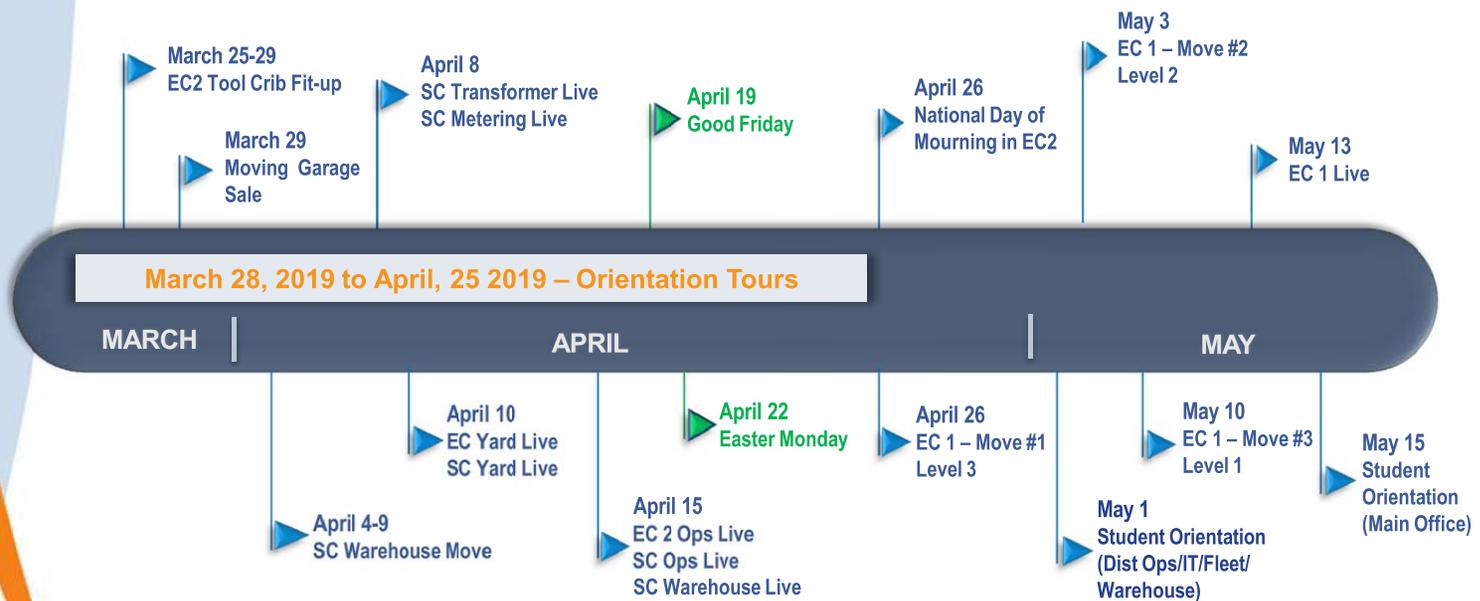
Current:  
1,501 Boxes

886.5  
Box Reduction Still  
Required



Goal:  
614.5 Boxes

## Detailed Key Dates – Moves and Tours



Key dates are as per FRP Migration Schedule and may be subject to slight variations as construction progresses.

# Employee Communications

- Throughout the final year until the move, Special Editions of Employee Connect are being shared, including EMT blogs announcing key information for employees about the new facilities aligned to the guiding principles of Collaboration, Health & Wellbeing and Innovation.
- Countdown to the Move clock on the Intranet.
- Guiding Principle Videos created to demonstrate how each Principle is applied in the Facilities Renewal Program.

13

Facilities Renewal Program  
**COUNTDOWN TO MOVE**  
**64 : 13 : 14**  
 DAYS HOURS MINUTES

Facilities Renewal Program Blogs

THERE'S NO PLANET B

**Walking the Talk – Hydro Ottawa's Sustainable Future**

There has been quite a shift in environmental trends since I started working here almost 20 years ago. The most...

**'TIS THE SEASON**  
 for shared experiences, rest and relaxation, and the creation of new traditions.

**'Tis the Season for Shared Experiences, Rest and Relaxation, and the Creation of New Traditions**

The holidays are a great time to step back from our busy day-to-day lives and to reflect on the past year. It is also a time...

## EMT Blog Post Views

### Bryce's Message



**1,080**  
Views

- Posted on June 18, 2018
- Personal message from President and CEO regarding the facilities move
- Promise of transparency on all aspects of the move
- Introduces Guiding Principles

### Furniture Demonstration

**419**  
Views

- Posted on June 18, 2018
- Furniture demonstration showcasing new workstation and collaboration space furnishings



### Furniture Demonstration Follow Up

**580**  
Views

- Posted on July 12, 2018
- Addresses employee feedback on new furnishings

### Meeting Room Technology Demonstration

**316**  
Views

- Posted on July 6, 2018
- Speaks to Innovation and Introduces Technology Plan and demonstration which includes new meeting room technology



### Information Management



**460**  
Views

- Posted on July 20, 2018
- Introduces Information Management strategy designed to support Technology Plan



## EMT Blog Post Views

### Collaboration: A Stepping Stone to Greatness

**381**  
Views

- Posted on October 9, 2018
- Speaks to how we collaborate today and how this will be strengthened in our new facilities



### Meeting Room Themes and Names

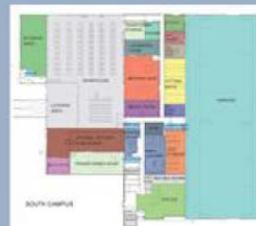
**576**  
Views

- Posted on November 29, 2018
- Reveals the themes and names of the meeting rooms in our new facilities as well as the newly renovated Bank Street Learning Centre

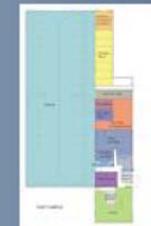
Room Name	Theme
Concept Cabin	
Curiosity Corner	
Discovery Zone	
Enrichment Studio	
Visionary Suite A and B	

### Designing New Ways of Working – Our New Operations Centres

**637**  
Views



- Posted on November 29, 2018
- Describes how the new Operations Centres will help improve the efficiency of our work



### 'Tis the Season for Shared Experiences, Rest and Relaxation, and the Creation of New Traditions

**293**  
Views

- Posted on December 13, 2018
- Encourages employees to reflect on their time in our old facilities
- Introduces the Time Capsule Program



## EMT Blog Post Views

### Walking the Talk – Hydro Ottawa’s Sustainable Future

**271**  
Views

- Posted on March 1, 2019
- Speaks to the opportunity the new facilities will bring in extending our position as a leader in sustainability



### Does It Bring You Joy? Decluttering Our Workspaces

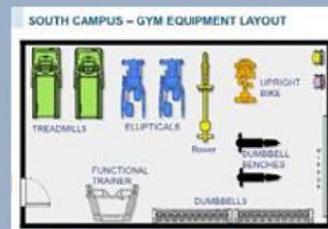
**216**  
Views

- Posted on March 1, 2019
- Update on the office and workstation clean-up efforts



### Get Active – Boost Your Fitness in Our New Gym and Fitness Spaces

**275**  
Views



- Posted on March 1, 2019
- Updates employees on the gym and fitness programming spaces in the new facilities

### ‘Looking for a Quiet Space to Reflect and Renew? Try Our New Multi-Faith Room

**209**  
Views

- Posted on March 1, 2019
- Describes the purpose and the layout of the Multi-Faith room



### Repurposing 3025 Albion for a New Generation

**240**  
Views

- Posted on March 1, 2019
- Update on the purchase and plan for our Albion location



## EMT Blog Post Views

### Planned IT Service Interruptions

**191**  
Views

- Posted on February 27, 2019
- Provides employees with a list of planned service interruptions as IT moves production systems to the new Data Centre



### Hydro Ottawa Time Capsule

**303**  
Views

- Posted on March 7, 2019
- Provides details on the Time Capsule Program as well as guidelines on items to include



### Getting Ready for Our Move

**336**  
Views

- Posted on March 7, 2019
- Provides employees with the move schedule to their new campus



### Orientation Tours

**366**  
Views



- Posted on March 7, 2019
- Advises employees that there will be orientation tours of the new facilities

### Finding Your New Workspace

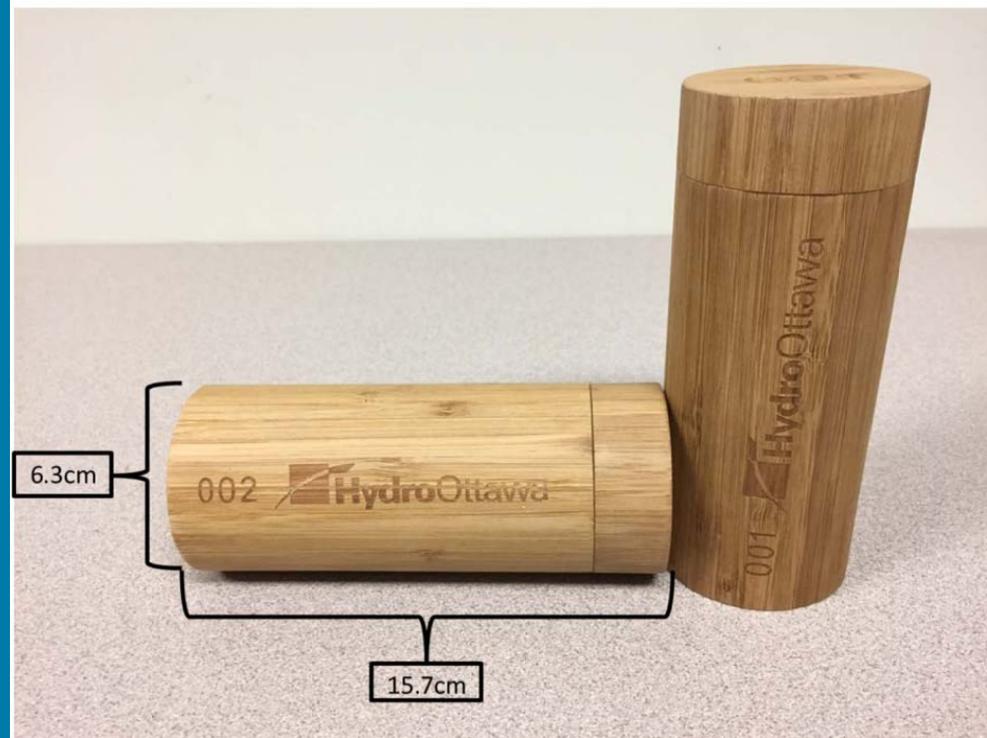
**364**  
Views

- Posted on March 7, 2019
- Advises employees that the Divisional floor plans are available for view in the Albion cafeteria

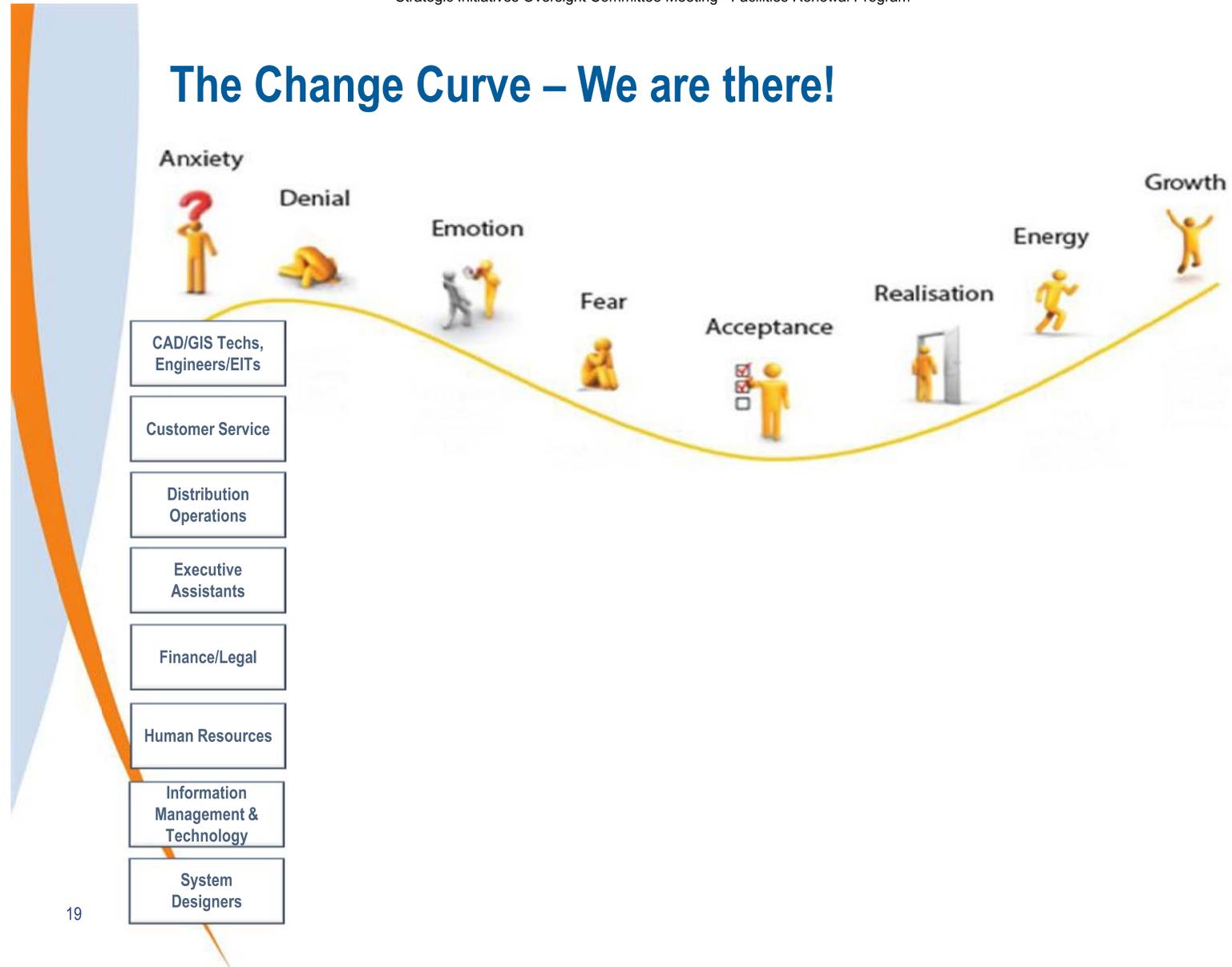


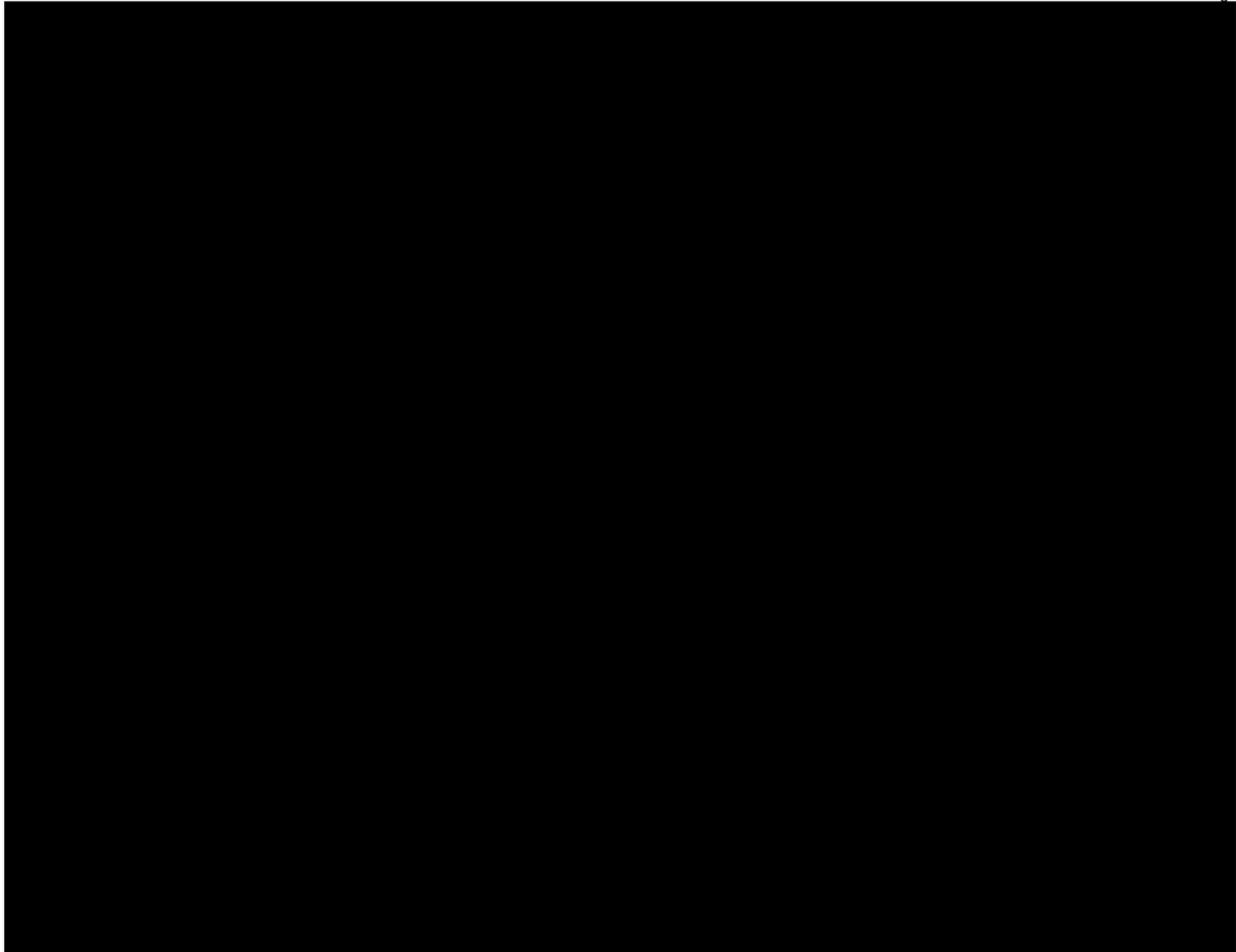
## Time Capsule Program

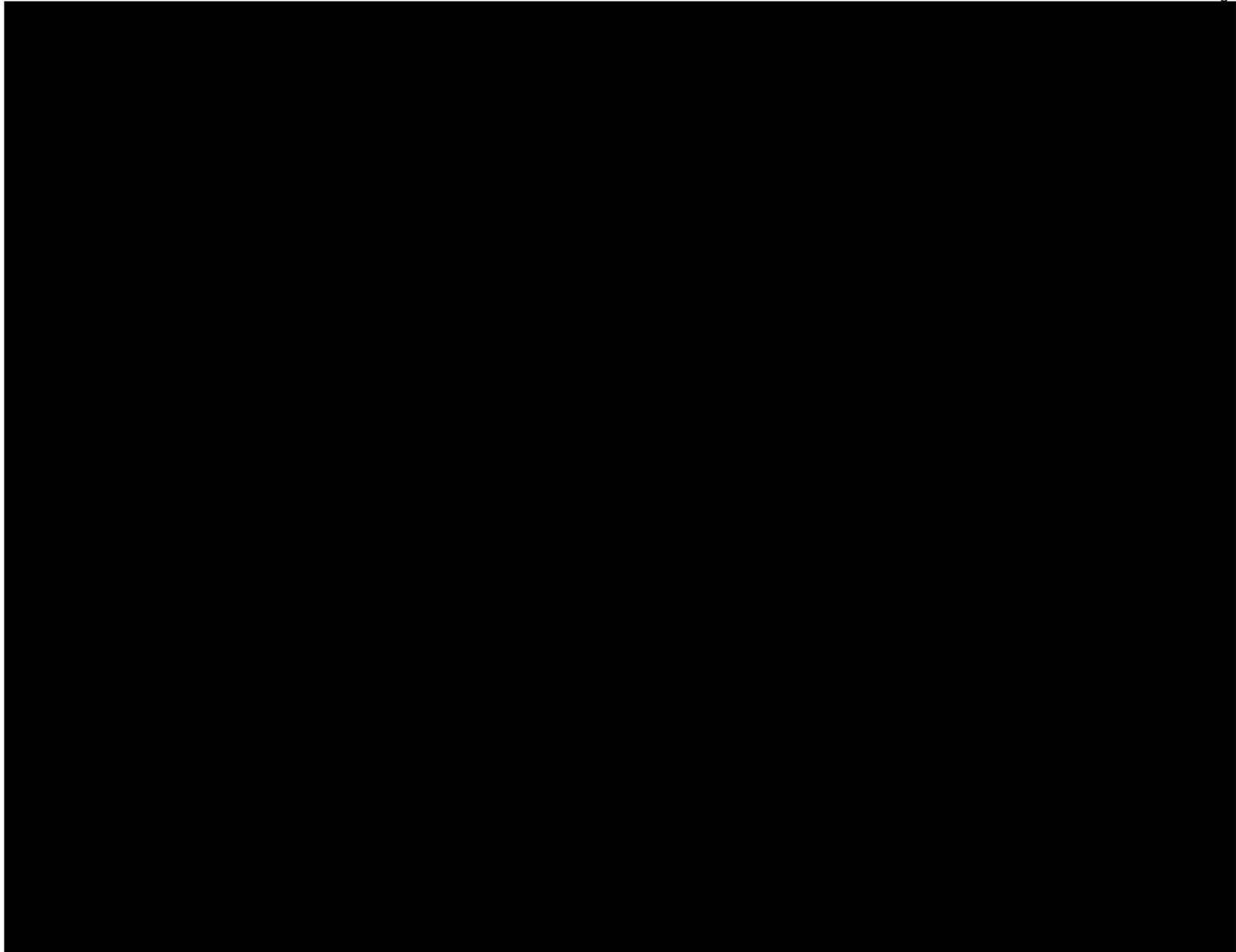
- Opportunity to mark this moment in Hydro Ottawa's history with a time capsule.
- Located in the floor, by the employee entrance of the Main Office.
- Will be covered by a capstone with an etching of a cable chamber cover.
- Canisters provided to employees who wish to participate in March 2019.
- Employees can fill a canister individually, or as part of a group/team.
- Canisters will be tracked by number to ensure that everyone who would like to participate returns their filled time canister.

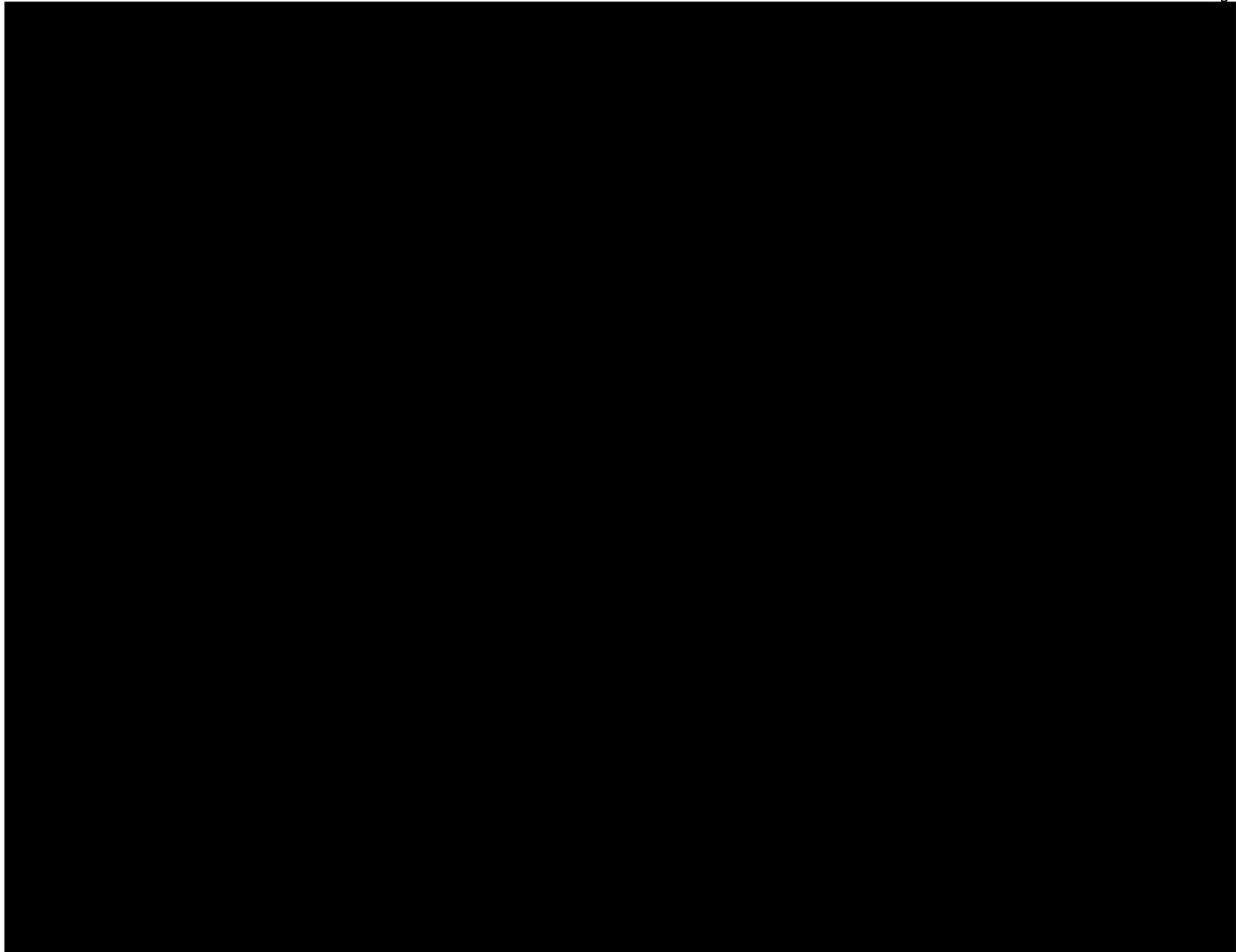


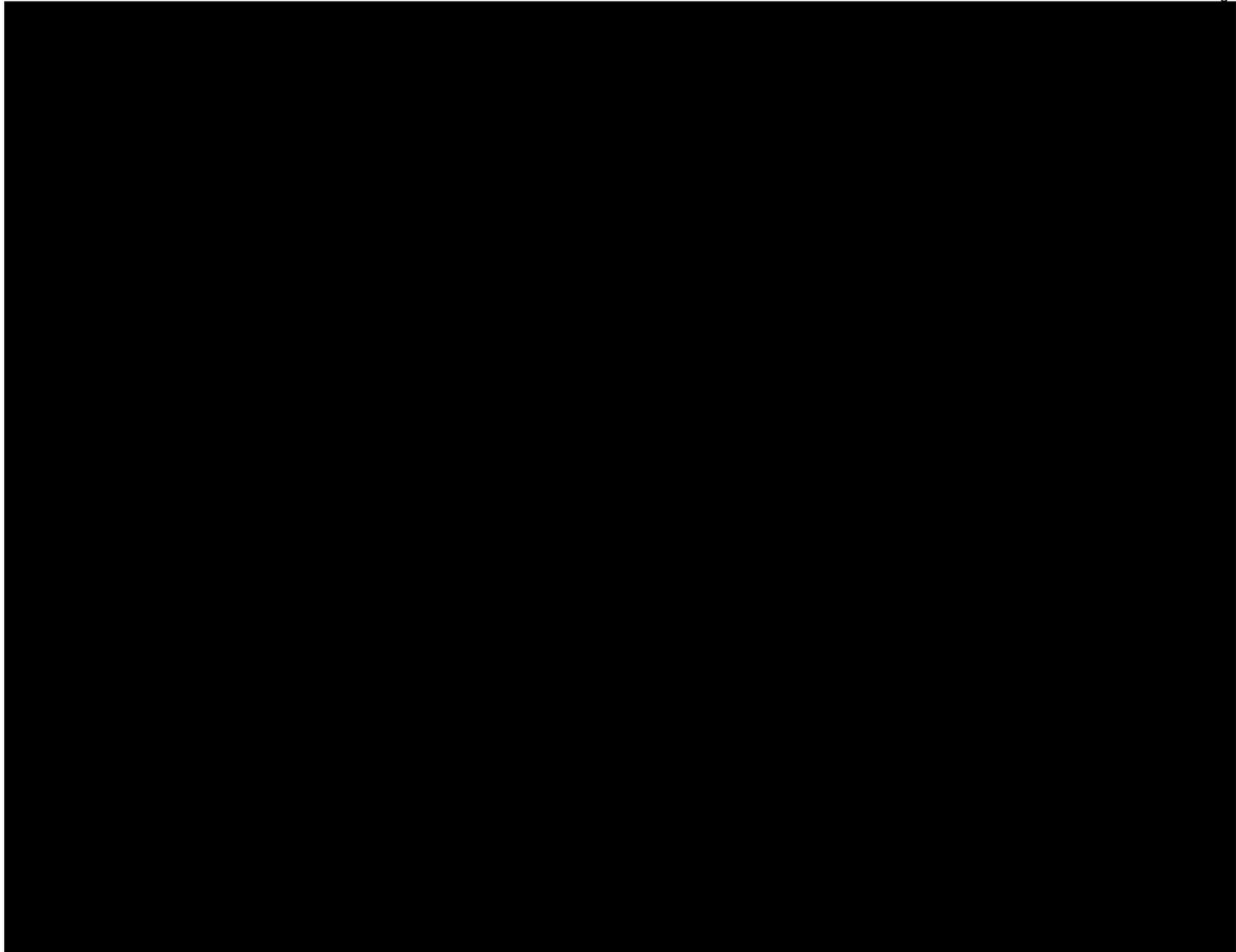
## The Change Curve – We are there!

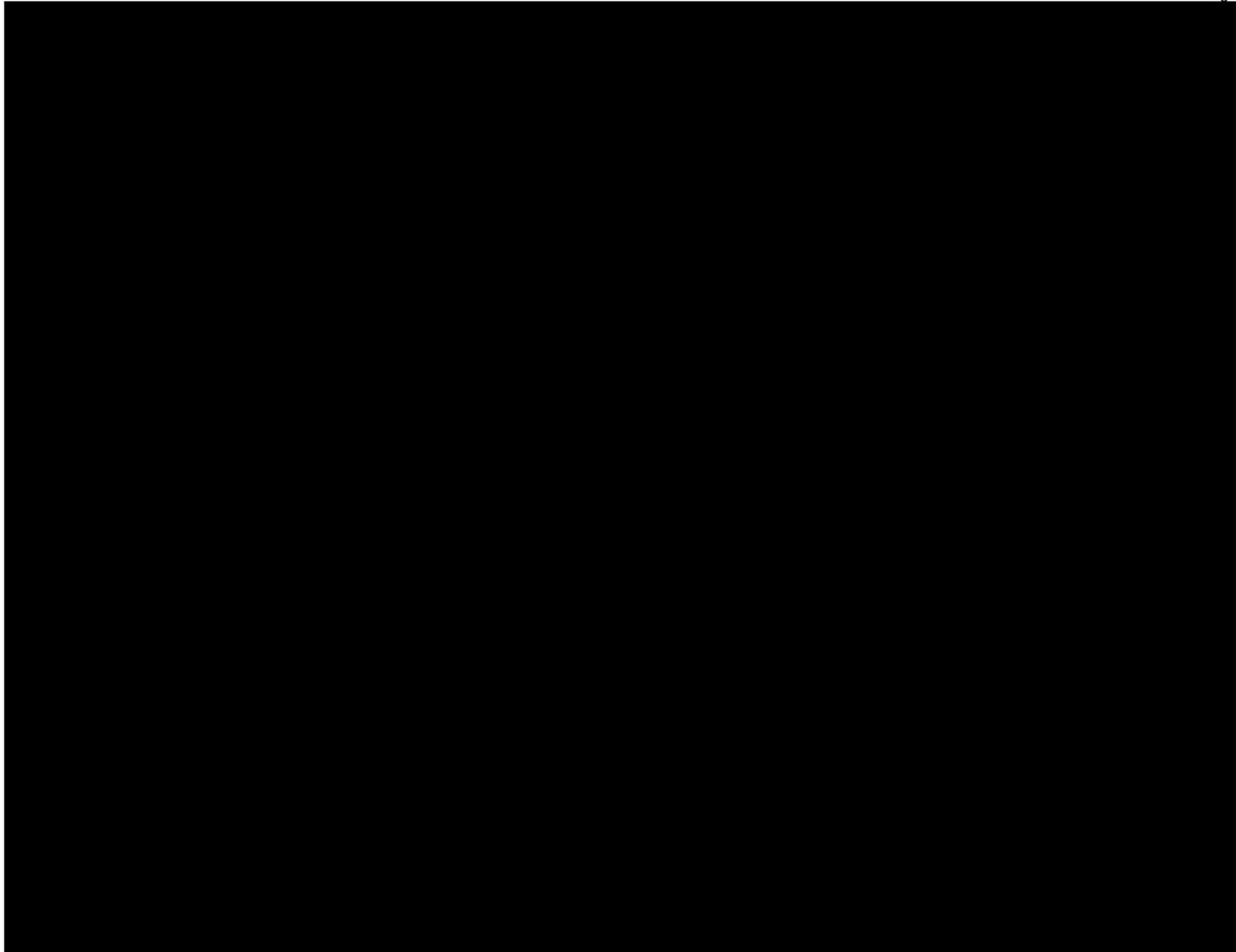


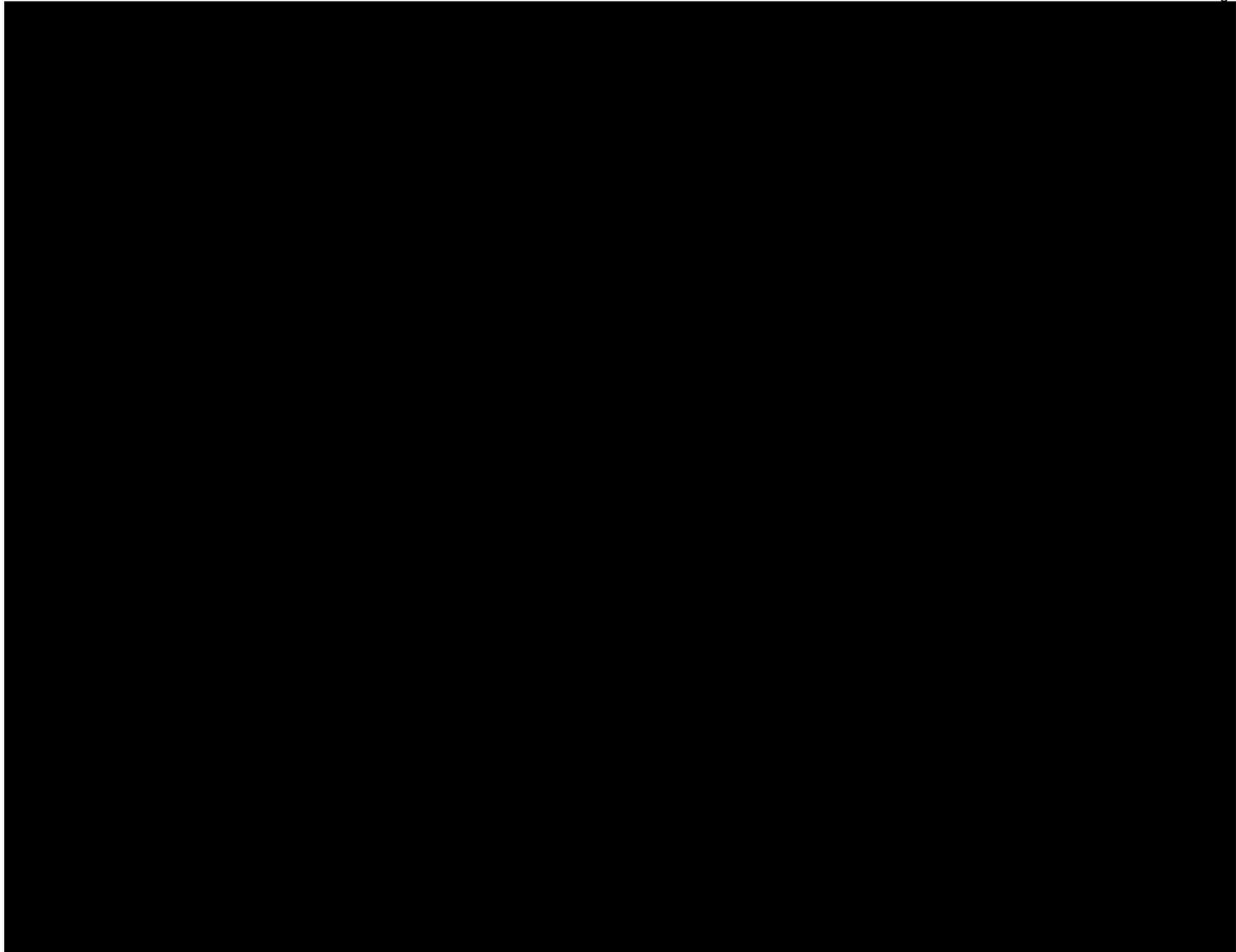


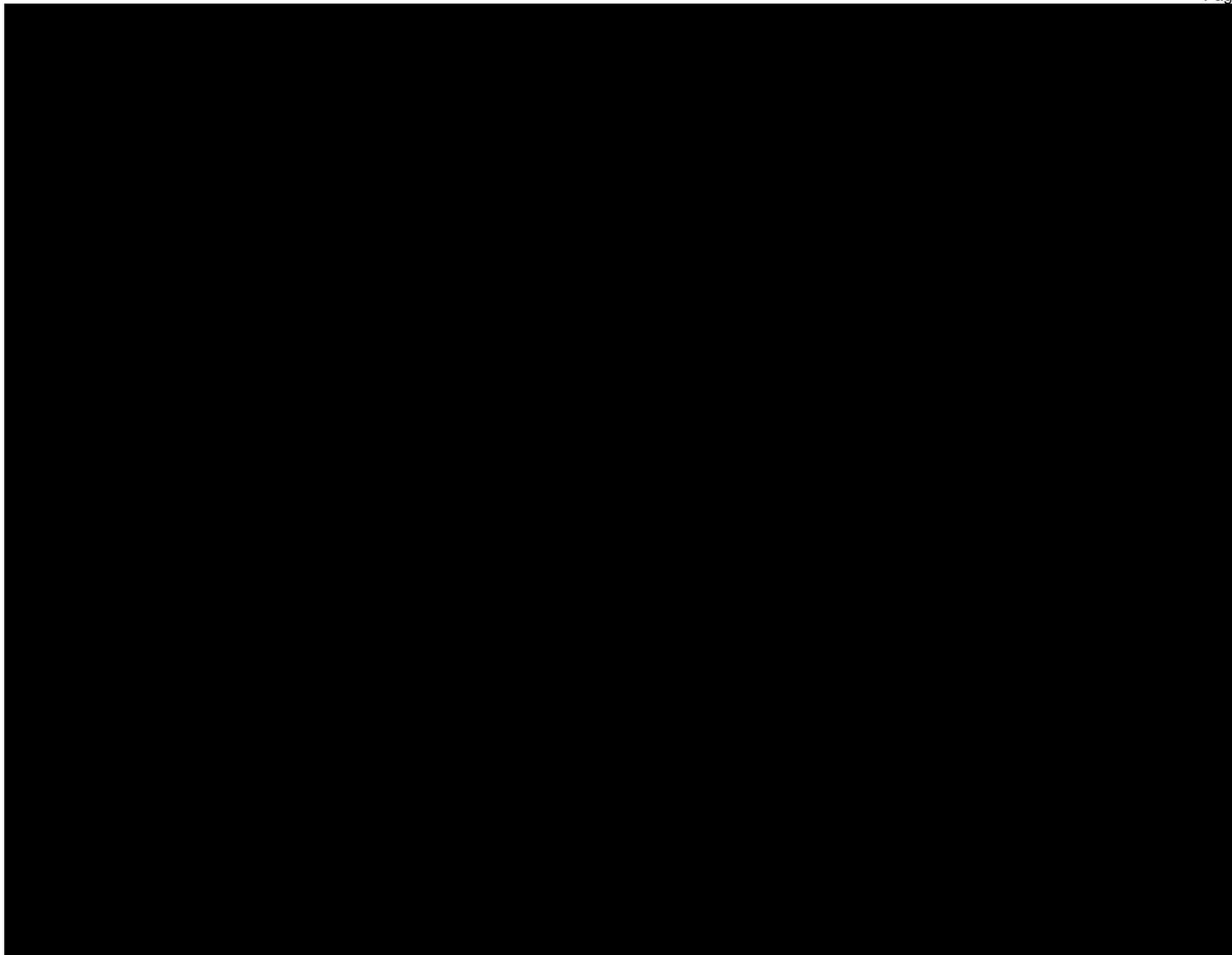


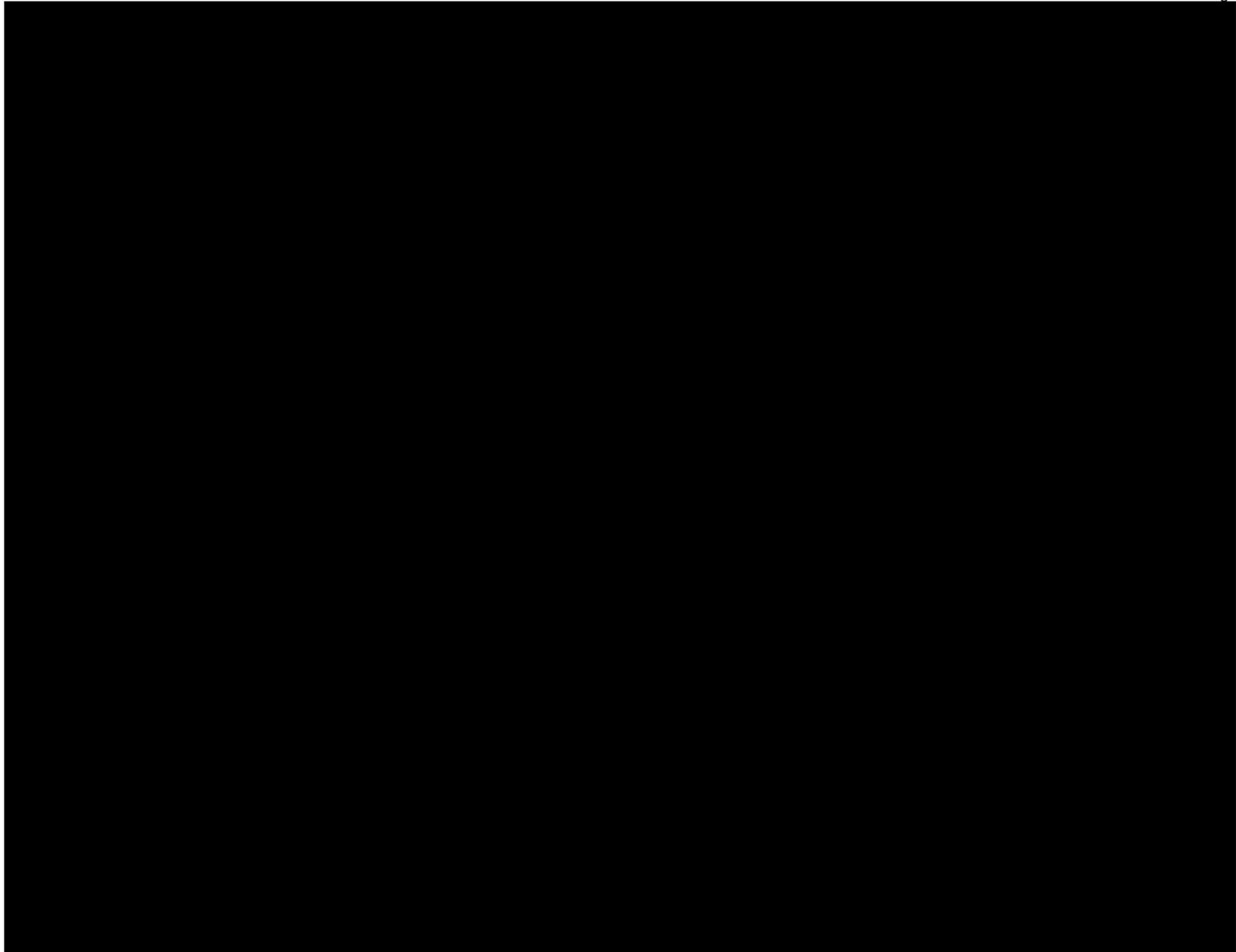


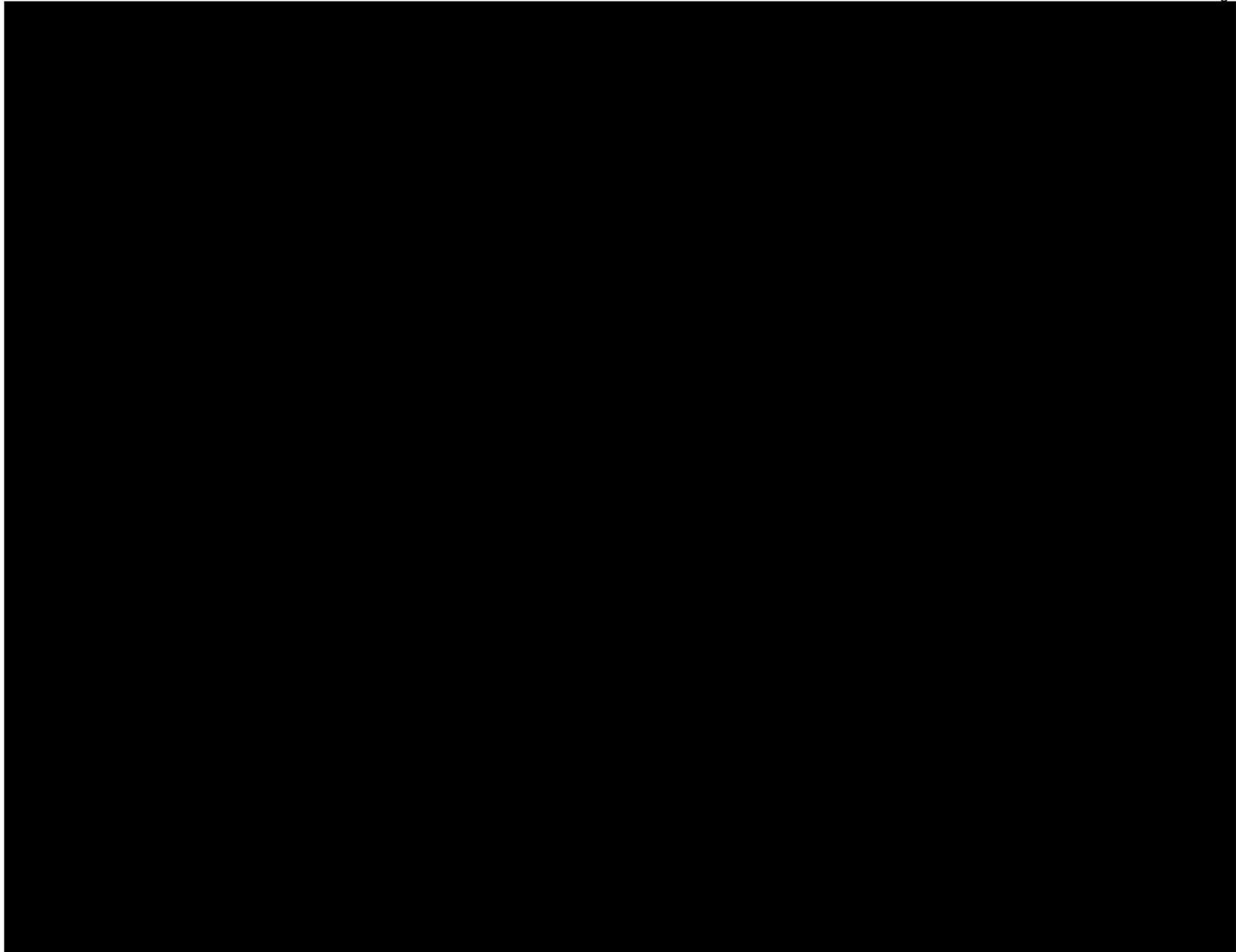












Annex "A"

# > Facilities Renewal Program – SIOC Update

June 3, 2019



## > DESIGN BUILD UPDATE

## Status Update

- FRP has been delivered ahead of schedule and within budget.
- Construction Safety Record has had no lost time accidents over 848 days.
- HOL buildings have been certified by the City for Occupancy.
- HOL is fully operational at both Campuses.
- At time of this report issuance, the FRP is 95% complete, with the Design Build component 98% complete (billings as of April 30<sup>th</sup>).
- At the time of this report issuance, Sullivan has not submitted for Substantial Completion certification of the contract.
- HOL migration plan was executed successfully with the following being achieved:
  - [REDACTED]
  - Warehouse and Exterior Yard migrated ahead of schedule and operational April 12<sup>th</sup>
  - HOL Operations staff and fleet at EC2 and SC migrated and operational April 15<sup>th</sup>
  - EC1 Move 1: Level 3 Executive area, HR and Envari operational April 29<sup>th</sup>
  - EC1 Move 2: Level 2 Finance and DEAM/DOP operational May 6<sup>th</sup>
  - EC1 Move 3: Level 1 Customer Service and IM&IT operational May 13<sup>th</sup>

## Status Update

- Solar program has realized delays, due to performance management by solar provider. The revised completion forecast is now May 31<sup>st</sup>, including all requisite utility and regulatory approvals.
- At the time of this report issuance, minor construction, final system commissioning and deficiency works continues on both Campuses with a completion forecast of May 31<sup>st</sup>.
- Exterior landscaping works for both sites will extend to late June 2019.

### HOL Managed Works/ Fit Up:

- All HOL IT/Data and Technology Systems are deployed and operational.
- All furniture, racking, shelving and signage systems are completed.
- Fitness areas are complete and in use.
- Food Services at EC1 commenced May 6<sup>th</sup>.

## Budget

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Apr. 30th, 2019	Revised Forecast Apr.30th, 2019	Invoiced To Date April 30th, 2019	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 1,172,626	\$ 3,726,684	\$ (719,321)	\$ 3,007,364	\$ 2,985,620	99%
	HOL Program Changes/Reallocations	\$ -	\$ 1,928,608	\$ 1,928,608	\$ 2,117,401	\$ 4,445,641	\$ 4,258,397	96%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 5,638,636	\$ 64,425,952	\$ 63,265,905	98%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ (394,630)	\$ 1,620,170	\$ 1,486,808	92%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (535,005)	\$ 3,489,995	\$ 546,148	16%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (6,506,714)	\$ 179,878	\$ -	0%
	<b>Totals</b>	<b>\$ 95,818,483</b>	<b>\$ 681,517</b>	<b>\$ 96,500,000</b>		<b>\$ 96,500,000</b>	<b>\$ 91,873,878</b>	<b>95%</b>
	Approved HOL Capital	\$ 96,500,000		\$ 96,500,000		\$ 96,500,000		

- \$2.7M expended on unforeseen/regulatory changes.
- \$4.1M allocated to Operational Improvements, Safety, Technology and Security.
- Values below do not show forecast reductions that offset change values.

Change Categorization					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 755,300	\$ 1,938,199	\$ 1,442,561	\$ 2,453,761	\$ 1,662,609	\$ 8,252,430
9.2%	23.5%	17.5%	29.7%	20.1%	

## Key Program Risks and Mitigations

RISK	IMPACT LEVEL	PROBABILITY	MITIGATION(S)
1. Reconciling the Sullivan contract to budget forecast, specifically unpriced trade change values.	Budget: MED/HIGH	MODERATE	<ul style="list-style-type: none"> <li>Structured change reviews/joint forecasting on all changes developed during the migration phase (not trade costed).</li> </ul>
2. HOL Facility System Integration and Assumption of management of new facilities with delayed commissioning.	Budget: MED	MODERATE	<ul style="list-style-type: none"> <li>Multiple training and orientation sessions</li> <li>Video demonstrations of systems</li> <li>Warranty and Maintenance overview sessions with VTC/Sullivan.</li> </ul>
3. Managing HOL Change “post occupancy”.	Budget: MED	MODERATE	<ul style="list-style-type: none"> <li>Management oversight, governance and communications by HOL FRP Steering Committee Co-Chairs.</li> </ul>

## Next Quarter Look Ahead

- Contract reconciliation completed, Substantial Performance of the contract issued and the lien period completed.
- All remaining construction work, system commissions and deficiencies completed and Final Performance of the contract achieved.
- HOL Facilities & Staff system training completed and the facilities fully turned over to HOL facility management.
- Regulatory Rate Application support data on the FRP prepared and submitted to HOL.



## > MOVING-IN AND NEW WAYS OF WORKING

## The Moving-in Days

- As employees entered their new workplace, members of EMT were there to welcome them and hand out welcome bags.
- Welcome bags contained a detailed welcome booklet as well as items relating to our guiding principles, all branded with the Facilities Renewal Program tagline *Transitions Create Transformation*.



## Our New Facilities in Use!



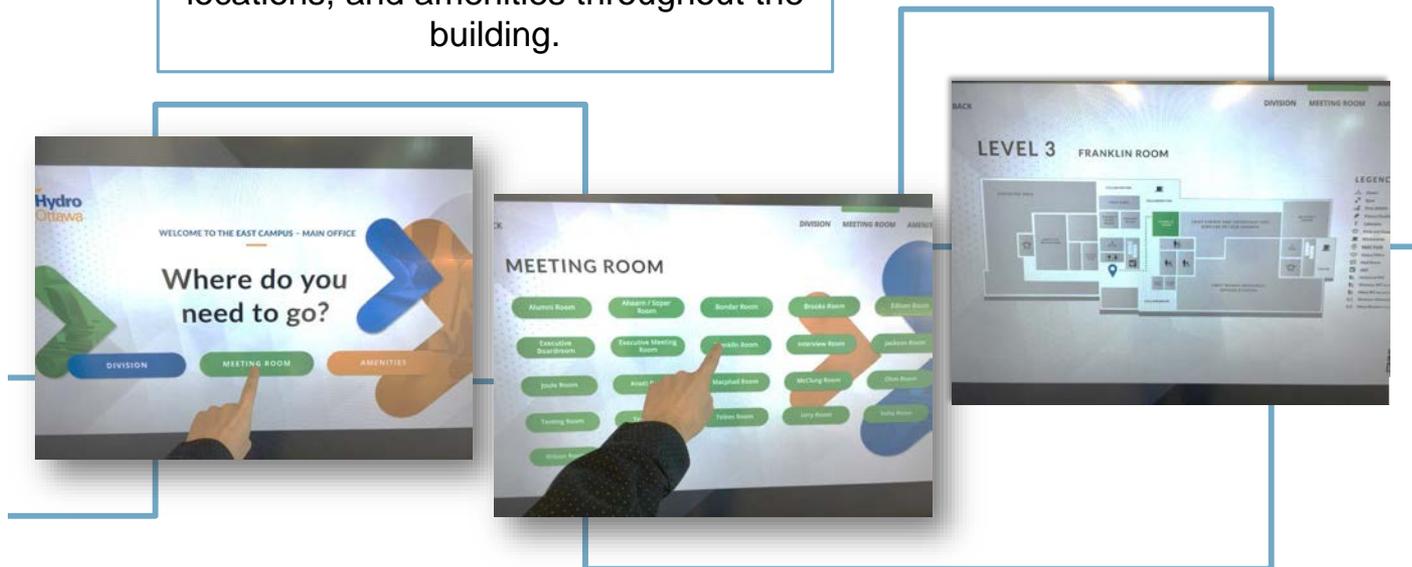
Employees quickly settled into and embraced the new spaces.

Feedback has been very positive!



## Wayfinding Screens

At the elevators on each floor of the Main Office, wayfinding touchscreens give directions to meeting rooms, division locations, and amenities throughout the building.



## More Working Spaces

### Meeting Rooms

- Meeting rooms of various sizes are booked on-line.
  - Small meeting rooms for up to 6 people.
  - Medium meeting rooms for up to 10 people.
  - Large meeting rooms for up to 18 people; can be divided into two smaller meeting rooms.

### Kitchenettes / Collaboration Spaces

- Located throughout each level of the Main Office and in the Operations Centres, these informal workspaces vary in size and seating options. Most are equipped with digital screens and white board walls except for kitchenettes that have display screens only.

### Sharing Is Caring

This is a collaborative space - please share resources and treat it with respect.

<b>PRACTICE LEAVING NO TRACES</b> Ensure you leave the space as you found it, or better. 	<b>SPARK A GOOD RELATIONSHIP</b> Don't overuse shared resources like plugs, desk space, and whiteboards. 
<b>WRITE ON OUR WHITE WALLS</b> But please clean up the whiteboard before you leave. 	<b>GET TECH HELP</b> For when turning it off and on doesn't fix your problem. 
<b>DON'T BE A TREBLE MAKER</b> Enjoy music with earbuds or take a walk if you're on the phone. 	<b>DON'T BE THE SCENT-ER OF ATTENTION</b> Keep our spaces comfortable and fragrance-free. 

### Food Brings People Together

This is a shared kitchen - please clean up after yourself and treat others with respect.

<b>RINGS BELONG ON FINGERS</b> Not on the counter. Please be sure to wipe up your spills. 	<b>IT'S WHAT'S ON THE INSIDE THAT COUNTS</b> Be sure to clear your items from the fridge, before they are cleared for you. 
<b>THERE IS NO PLANET B</b> Ensure you separate organics, recycling, and waste during disposal. 	<b>JUST BREW IT!</b> Consider buying compostable coffee pods for use, or be sure to wash and recycle used pods. 
<b>STRONG FOOD ODOURS TRAVEL</b> Please remain calm and be a courteous eater to those around you. 	<b>WE GOT YOU! COFFEE MUGS!</b> Please wash any other dishes or utensils you use and take them with you. 

## Meeting Rooms



# Waste Management

## LANDFILL

 CHIP BAGS	 CANDY WRAPPERS	 PLASTIC CUTLERY
 PLASTIC BAGS	 STYROFOAM CONTAINERS	 PLASTIC WRAP
 CERAMIC & GLASSWARE	 DIRTY FOIL	

## RECYCLING

 PLASTIC CONTAINERS	 PLASTIC BOTTLES	 MILK CARTONS
 JUICE CARTONS	 METAL CANS	 ALUMINUM CANS
 CLEAN FOIL	 GLASS BOTTLES	 JARS

## ORGANICS

 ALL FOOD	 VEGETABLES	 MEATS
 FRUITS	 FISH & BONES	 BREADS
 COFFEE GROUNDS	 DAIRY PRODUCTS	 USED PAPER NAPKINS
 TEA BAGS	 FLOWERS & PLANTS	 DIRTY PAPER TOWELS

## PAPER

 PAPER	 NEWSPAPERS	 CARDBOARD
 MAGAZINES	 PAPER BOARD	 CARTONS
 MAIL	 PHONE BOOKS	

## Centralized Printing and Supplies



- Three layered approach to campus security:
  - Campus Perimeter: Fences, lights, and cameras on property perimeters;
  - Building Perimeter: Card access into each building; and
  - Critical Assets: Restricted access to certain areas [REDACTED]
  
- In addition, the Main Office has turnstiles to control access to the building. Employees must swipe their security card to get in and out of the building.



1 **INTERROGATORY RESPONSE - EPRF-113**

2 **1X-EP-1**

3 EXHIBIT REFERENCE:

4 **Exhibit 1, Tab 1, Schedule 12, Attachment A, Confidential Data Files**

5

6 SUBJECT AREA: Total Cost and Reliability Benchmarking

7

8 **Energy Probe Interrogatory on Clearspring EA Confidential Files**

9

10 a) Please provide the compiled Cost data for the US utilities in Excel format.

11

12 b) Please provide the compiled Cost source data for the Ontario utilities in Excel format.

13

14 c) Please provide the compiled Reliability source data for the US utilities in Excel format.

15

16 d) Please provide the Ontario Utility Polygons for the CU variable.

17

18 e) Please provide the source data for Ontario Utilities SAIDle, SAIFle and CAIDle.

19

---

20 **RESPONSE:**

21

22 a) Please see the Clearspring working papers and the provided Excel spreadsheet entitled,  
23 "Modeling Dataset.xlsx". The cost data are compiled for both the U.S. and Ontario  
24 utilities in the "TC Modeling Dataset" worksheet. Column AA designated as "ctot"  
25 contains the compiled total cost data for each utility in the sample.

26

27 b) Please see the response to part (a) of this interrogatory.

- 1 c) Please see the Clearspring working papers. The reliability data is found in the Excel  
2 spreadsheet "Modeling Dataset.xlsx", in the "SQ Modeling Dataset", in column AY for the  
3 SAIFI data and column BB for the CAIDI data.
- 4
- 5 d) Please see the Clearspring working papers in the zip file entitled  
6 "PSE\_All\_Service\_Territory\_Polygons".
- 7
- 8 e) Please see the response to part (c) of this interrogatory. The source data comes from  
9 the RRR filings.