# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Date of Report | **January 12, 2017** |
| Report Period | **November 1 – January 13th, 2017** |
| | |

### Executive Summary

This report covers the period from November 1rst to January 13th, 2017. Monthly status reports will be issued for the duration of the project by the 10th day of following month, commencing March 2017.

The project is on schedule and on budget. $1.4M of savings were realized from the Design Build tender but savings have been forecasted at $.7M (January 017) to reflect minor operational scope changes, design refinements, and HOL budget gaps. The net is $.7M increase in available contingency capital for HOL over the approved budget. However, and despite the contract risk transfer to Sullivan, HOL contingency preservation is imperative at this stage as the project is in "high risk" stage, with 100% design and regulatory approvals not finalized and site conditions not known.

Period efforts have been concentrated on structuring the HOL and Design Build management teams, establishing protocols and control processes for the project and advancing the design development. Sullivan achieved the 50% design review and City Site Plan Control Agreement submission on schedule. The HOL Project Steering Committee has been effective in maintaining the approved scope of the project with only minor operational and security changes sanctioned. Smaller sub-committees and HOL operation focus groups were developed to interface with the Design Builder and lead on HOL Change Management activities. Executive Partnership meetings with Sullivan commenced in November reinforcing executive commitment to the project.

Site Plan approval is scheduled for April, 01 017. The East Campus is the critical path of the project and will start immediately upon approval. South Campus site construction work will commence in April but full construction will not ramp up until Q3 017. Sullivan has managed the regulatory approval requirements effectively. The Sullivan project team is committed and responsive and cohesion as a team has improved significantly. verTerra has increased their PM resources and applied a high degree of management control over Sullivan to ensure compliance to HOL contractual requirements.

The HOL Project Steering Committee with "HOL Champions" is working effectively, particularly since smaller sub-committees have been put in place. Change Management strategies to engage and motivate HOL staff to accept the new workplace environment are in development. Innovative technology solutions will be critical for HOL's operational success and need to be planned for technology trends beyond 2019. Communications in alignment with HOL's values, vision and strategic plan and promoting employee health, wellness, and workplace enjoyment are critical to increase employee acceptance and build excitement of the transition to the new facilities.

Overall, the design build team is now settled in and normalized to the management and scope requirements of HOL. Healthy relationships amongst the team members are strengthening and are success orientated.

| Major accomplishments since last report | Upcoming major activities (6 week look ahead) |
|---|---|
| • 50% design submission completed and reviewed by HOL;<br>• Site Plan Control Agreement submission to the City (public advisory boards in place);<br>• HOL Project Steering Committee and sub-committees developed and operationalized;<br>• Project Management planning, protocols and administrative controls established;<br>• All supporting professionals and management teams assembled under HOL/verTerra | • 75% design submission (Jan. 19th)<br>• Building Permit submission to the City (Jan 23rd) - to commence review while awaiting SPA approval;<br>• 95% Design Submission (Feb 3rd)<br>• Furniture (FF&E) procurement development, release to market<br>• Fitness & Food Service programing and business case development;<br>• HOL asset inventories and migration planning;<br>• HOL internal communication launch<br>• Budget reconciliation with 50/75/95% design – |

HydroOttawa

# Executive Status Report

## Facility Renewal Program

- Completion of the Road Modification Agreement on the South Campus
- Analysis of relocation the Solar program to the roofs of the Operation building (determined not viable)
- Continuation of the NCC /City legal agreements on the East Campus Access Rd.
- Enbridge High Performance Building Design Charrette (potential 60K savings rebate to HOL)

Sullivan will commence market trade tendering

### Significant Risks / Challenges

- Public communication / awareness of the project with political climate;
- Site Plan Control approvals by City of Ottawa and elimination of Development Charge risk entirely;
- Completing the NCC/City East Campus Access rd. agreements;
- Managing HOL program change during design development;
- Technology and Operational change between design and 2019;
- HOL employee engagement (acceptance);
- Managing Design Build team cost and quality compliance;
- Site conditions (both campuses);

### Significant Opportunities

- Reintroduction of deferred VE programs, specifically the Training Centre to East Campus and Back-Up Control Centre to South Campus (after site approval and site condition risks mitigated);
- Establishing project milestones and events to celebrate team and project success;
- Integrating Hydro Ottawa's history into the design and branding of the new facilties.

### Budget Status

- $23.6M or 24% of the project budget is expended to date inlcuding land;
- $1.4M in savings were realized from the Design Build and post Tender adjustments.
- $.7M in changes are forecasted from the baseline design. These changes relate to HOL managed technology scope increases/gaps, design refinement from the exemplar, HOL programing and operational effectiveness, security and departmental scope change;
- Professional fee increases from the approved budget relate to realloctaed scopes of work from the Design Build contract ie: cash allowances as well as increases for Change Management and Project Management

| Budget Summary & Forecast January 13th, 2017: | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ID | Category: | Approved Budget (April 2016) | Post Design Build Tender Revisions | Revised Post Tender Budget | 50% Design Forecasted Revisions January 2017 | Budget Forecast January 2017 | Spent to Date | % 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 | $ 404,700 | $ 6,059,992 | $ 1,810,546 | 30% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 300,000 | $ 59,087,316 | $ 2,458,786 | 4% |
| | 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 | $ 1,409,290 | $ 6,709,290 | $ (704,700) | $ 6,004,590 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 704,215 | **$ 96,522,698** | | **$ 96,522,698** | **$23,600,332** | 24% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |
| | *Variance* | *$ (681,517)* | | *$ 22,698* | | *$ 22,698* | | |

### Schedule Status

- The project is on schedule;
- Key schedule risk is obtaining Site Plan Agreement approvals and early work permits to commence construction mobilization in March 017

| Miletsone Schedule & Status January 13th, 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 to HOL | Jan. 19 -017 | in progress |
| Buidling Permit Submission to City | Jan. 23-017 | in progress |
| 95% Design Submission to HOL | Feb. 23-17 | |
| Site Plan Agreement Approvals/ Early Work Permits | Mar. 22- 017 | |
| Construction Mobilization - East Campus | Mar. 23 -17 | |
| Construction Mobilization - South Campus | April 13-107 | |
| East Campus Early Occupancy | January 019 | |
| Substantial Completion & HOL Occupancy | May 1-019 | |
| Final Completion | June 26-019 | |

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Date of Report | **February 10th, 2017** |
| Report Period | **January 13th – February 10th, 2017** |
| | |

### Executive Summary

This report covers the period from January 14th to February 10th, 2017 and is an interim update to enable us regulate the reporting cycle to a full monthly basis moving forward.

There is no change to scheduled completion date of May 2019, however the 95% design development schedule may be elongated at the request of Sullivan to permit them more time complete submissions. There is no change to budget from last month's report; the project remains forecasted under budget with a $5.8M contingency unallocated, however additional minor operational changes have been identified by HOL through the 75% design review process which are being analyzed by verTerra and Sullivan. The project is 25% complete based on billings ending January 31rst, 2017.

Significant to this interim period was the receipt of the City's planning comments received for the East Campus. A minor variance will be required due to the height of the EC1 (Administration Bldg.) being over the allowable 18M at the front sector of the building. The East Campus property has two distinct zoning requirements, IH (Heavy Industrial) and IL (Light Industrial) each with different allowable building heights, 22M for the IH zone and 18M for the IL zone. The zones bisect the EC1 building with the IL zone covering a small percentage of the front of the EC1 building. Based on the design submitted by Sullivan they exceed the 18M allowable height by 2M at the atrium and a small portion of the 4th floor Control Centre. verTerra and Sullivan met with the City Planner to justify an exception without need for minor variance but the City could not support non-adherence to zoning regulations. Application to the City of Adjustment was promptly made and a hearing date at the Committee of Adjustment is set for March 15th. The minor variance will be supported by the City staff as a higher building facing Hunt Club enhances the urban presence and has no impact on the adjacent properties. We forecast no delay to the project schedule, as early works on the East Campus can proceed as planned in late March. [redacted]

There were no other major issues from the City's comments, but final conditions of approval remain to be drafted by the City or the NCC. A resubmission to the City addressing all received comments will be submitted by Sullivan this week.

An update meeting with Ward Councillor Dean's occurred on February 8thand she was pleased with the project and the design, her only substantive concern was the increased traffic flow onto Hunt Club. She waived the requirement to conduct a formal Public Consultation, replacing it with an update presentation to the local Community Association. This benefits the project, alleviating the 30 day public objection period, accelerating Site Plan Approval, and saving the Public Consultation fees carried. No mention of Development charges, or Cash in Lieu, were made by Councillor Deans or the City Planning department.

South Campus planning comments from the City were also received and a resubmission will be required as Sullivan failed to provide all of the requisite data specifically by the Rideau Valley Conservation Authority.

Sullivan has committed to bolster their team resources and administrative control on the project and will add an additional Project Manager, Project Coordinator and Field Superintendent (in advance of construction). Design management by Sullivan has improved but fragmentation between their two Architectural firms still occurs. verTerra will continue to monitor closely with HOL.

Change Management developments this period include the release of HOL's internal website on the project, commencing the employee engagement in earnest. Technical planning for technology, Security and operational migration strategies continue. The issuance of the Furniture RFP has been extended to March without impact to the project.

# Executive Status Report

## Facility Renewal Program

### Major accomplishments since last report

- 75% design submission of East Campus Admin. Bldg., completed and reviewed by HOL;
- Building permit submission to City Building department for the East Campus Admin. Bldg.;
- Site Plan Control Agreement comments received from the City on both Campuses;
- 75% design submission Operational Bldgs. EC2, EC3 and South Campus – (Feb. 9th)
- Analysis of relocation the Solar program to the roofs of the Operation building (determined not viable)
-

### Upcoming major activities (4 week look ahead)

- Resubmission of SPA documents for the East Campus Admin. Bldg., with all response data required by City
- 95% design submission for all buildings (may extend to March);
- Furniture (FF&E) RFP draft for HOL supply review;
- Continuation of the NCC /City legal agreements on the East Campus Access Rd.
- Budget reconciliation with 75% design
- HOL Solar design commencement

### Significant Risks / Challenges

- Public communication / awareness of the project with political climate;
- Completing the NCC/City East Campus Access rd. agreements;
- Managing HOL program change during design development;
- Technology and Operational change between design and 2019;
- HOL employee engagement (acceptance);
- Managing Design Build team cost and quality compliance;
- Site conditions (both campuses);

### Significant Opportunities

- Reintroduction of deferred VE programs, specifically the Training Centre to East Campus and Back-Up Control Centre to South Campus (after site approval and site condition risks mitigated);
- Establishing project milestones and events to celebrate team and project success;
- Integrating Hydro Ottawa's history into the design and branding of the new facilities.

### Budget Status

- 25% complete
- $24.06M is expended to date including land
- $5.77M in unallocated project contingency

Budget Summary & Forecast February 14th, 2017:

| ID | Category: | Approved Budget (April 2016) | Post Design Build Tender Revisions | Revised Post Tender Budget | 50% Design Forecasted Revisions January 2017 | Budget Forecast January 2017 | Spent to Date | % 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 | $ 404,700 | $ 6,059,992 | $ 1,869,786 | 31% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 506,000 | $ 59,293,316 | $ 2,860,162 | 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 | $ (910,700) | $ 5,775,892 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,500,000** | **$24,060,948** | 25% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is on schedule
- Committee of Adjustment Hearing added to plan – March 15th, 2017
- The 95% design submission schedule is under review by Sullivan.
- Key schedule risk is obtaining Site Plan Agreement approvals and early work permits to commence construction mobilization in March 017.

Milestone Schedule & Status January 13th, 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 | Jan. 23-017 | 100% complete |
| 75% Design Submission EC2/EC3 & SC to HOL | Feb. 9-017 | 100% complete |
| 95% Design Submission to HOL | Feb. 23-17 | under review |
| Committee of Adjustment Hearing EC1 Height | Mar. 15-017 | |
| Site Plan Agreement Approvals/ Early Work Permits | Mar. 22- 017 | |
| Construction Mobilization - East Campus | Mar. 23 -17 | |
| Construction Mobilization - South Campus | April 13-107 | |
| East Campus Early Occupancy | January 019 | |
| Substantial Completion & HOL Occupancy | May 1-019 | |
| Final Completion | June 26-019 | |

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Date of Report | **March 17th, 2017** |
| Report Period | **February 10th to March 15th , 2017** |
| | |
| **Executive Summary** | |

This report covers the period from February 10th, to March 15th, 2017.

There is no change to scheduled completion date of the project of May 2019, however the design submission schedule has been revised. The 75% design submission for the Operation Buildings (EC2, EC3 and the South Campus) submitted by Sullivan February 9th was deemed materially non-compliant by verTerra and rejected. The rejection was based on the absence of a complete structural design (the Pre-engineered building structures were not finalized), substantive design coordination issues and missing submission materials. Sullivan agreed with the rejection and will be resubmitting the 75% submission in accordance to the prescribed contract requirements on March 23rd. The 95% design submission has also been extended to April 13th to permit a comprehensive submission for both East and South Campuses. Theses schedule revisions do not impact the regulatory approvals and permitting or the commencement of the early works scheduled for late March/early April.

The project remains forecasted under budget with a $5.8M contingency unallocated, however additional minor operational changes have been identified by HOL through the 75% design review process which are being analyzed and finalized by verTerra and Sullivan. The project is 25% complete based on billings ending February 28th, 2017.

Key developments for this period were:

- Completion a public presentation to the Hunt Club Community Association on February 28th, as was requested by Councillor Dean's. The meeting was well received by the Community Association and Councillor and no substantive issues arose;
- Approval, without issue, by the City's Committee of Adjustment on the Minor Variance of the East Campus Administration Bldg., height exceedance, on March 15th;
- Finalization of the traffic control requirements and conditions with the City's Planning department that permit HOL an emergency left turn exit from the 2nd access on the East Campus.
- Advancement of the NCC/City/HOL future access road legal agreements and acceptance to not delay Site Plan Control issuance on the East Campus (final conditions are expected to be in alignment with the executed Term Sheet)

Sullivan plans to respond to the final (minor) planning comments on the East Campus next week to permit the City to prepare a delegated authority report for approval by the Councillor by the end of March. Final Site plan approval for the East Campus is forecast by the end of April. Sullivan has been delayed in responding to the City's initial Site Plan comments on the South Campus and in submitting a building permit application for the South Campus– this matter was escalated by verTerra to Sullivan Management – and submission now planned for the week of March 20th.

Sullivan's team management concerns continue, specifically on cohesion of the design team and completion of accurate deliverables. verTerra has now implemented weekly issue meetings with Sullivan to track all project requirements.

There were no substantive new developments this period on the Change Management aspects of the project.

HydroOttawa

# Executive Status Report

## Facility Renewal Program

| Major accomplishments since last report | Upcoming major activities (6 week look ahead) |
|---|---|
| • Completion of the Community Association meeting for the East Campus;<br>• Approval of the Minor Variance by the Committee of Adjustment;<br>• Finalization of Site Plan traffic conditions for HOL's East Campus emergency exit;<br>• Closure of the NCC comments on the East Campus Site Plan agreement and advancement of the legal agreements;<br>• Non-compliance rejection of the 75% design submission Operational Bldgs. EC2, EC3 and South Campus by verTerra<br>• Building permit review responses by Sullivan on East Campus (EC1)<br>• Responses to East Campus Site plan comments by City | • Final resubmission of SPA documents for the East Campus Admin. Bldg.,<br>• Site Plan Delegated Authority report by City for East Campus;<br>• Site Plan Agreement East Campus (end of April);<br>• Application to MOE for East Campus;<br>• Construction mobilization on East Campus;<br>• 75% Design resubmission for Operational Bldgs. EC2, EC3 and South Campus;<br>• 95% design submission for both Campuses;<br>• Mobilization and clearing of South Campus;<br>• Furniture (FF&E) RFP draft for HOL supply review;<br>• Finalization of the NCC /City legal agreements on the East Campus Access Rd.<br>• HOL Solar design commencement<br>• Sullivan sub-trade tendering of<br>  ○ Plumbing & Sprinklers<br>  ○ Concrete formwork & Reinforcing<br>  ○ Site Clearing<br>  ○ Fencing<br>• 75% design budget reconciliation |
| **Significant Risks / Challenges** | **Significant Opportunities** |
| • Sullivan's design team cohesion and deliverable management;<br>• Managing HOL program change during design development;<br>• Technology and Operational change between design and 2019;<br>• HOL employee engagement (acceptance);<br>• Managing Design Build team cost and quality compliance;<br>• Site conditions (both campuses); | • Reintroduction of deferred VE programs, specifically the Training Centre to East Campus and Back-Up Control Centre to South Campus (after site approval and site condition risks mitigated);<br>• Establishing project milestones and events to celebrate team and project success;<br>• Integrating Hydro Ottawa's history into the design and branding of the new facilities. |

# Executive Status Report

## Facility Renewal Program

### Budget Status

- 25% complete
- $24.36M is expended to date including land
- $5.77M in unallocated project contingency

| Budget Summary & Forecast March 15th, 2017: | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ID | Category: | Approved Budget (April 2016) | Post Design Build Tender Revisions | Revised Post Tender Budget | 50% Design Forecasted Revisions January 2017 | Budget Forecast January 2017 | Spent to Date | % 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 | $ 404,700 | $ 6,059,992 | $ 1,923,590 | 32% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 506,000 | $ 59,293,316 | $ 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 | $ (910,700) | $ 5,775,892 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,500,000** | **$24,365,404** | 25% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is on schedule
- Committee of Adjustment Hearing added to plan – March 15th, 2017
- The 95% design submission schedule is under review by Sullivan.
- Key schedule risk is obtaining Site Plan Agreement approvals and early work permits to commence construction mobilization in March 017.

| Milestone Schedule & Status March 15th, 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 | 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 | revised date |
| 95% Design Submission to HOL | April 13th-17 | revised date |
| Site Plan Agreement Approvals/ Early Work Permits | April 15/30th | revised date |
| Construction Mobilization - East Campus | Mar. 27 -17 | revised date |
| Construction Mobilization - South Campus | April 13-107 | |
| East Campus Early Occupancy | January 019 | |
| Substantial Completion & HOL Occupancy | May 1-019 | |
| Final Completion | June 26-019 | |

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Report # | **4** |
| Date of Report | **April 15th, 2017** |
| Report Period | **March 15th to April 15th, 2017** |
| | |

### Executive Summary

This report covers the period from March 15th to April 15th, 2017.

The project is on schedule and forecasted to be on budget with $5.4M of contingency remaining unallocated.

Two significant developments occurred this period :

1. Sullivan commenced construction on both the east and south sites March 27th, 2017 as scheduled;
2. The City of Ottawa retracted their request for Parkland Dedication on the East Campus Site Plan Agreement - a cost avoidance of $450,000. In so doing, the $4M Development Charge risk is permanently eliminated.

There is no change to scheduled completion date of the project of May 2019. The 75% design submission for the Operation Buildings (EC2, EC3 and the South Campus) – previously rejected by verTerra – was resubmitted March 23rd, and the 95% design submission for the all facilities submitted April 13th, 2017. Site Plan Agreement finalization is near completion for the East Campus, including the NCC easement release, but remains a critical risk to schedule if delayed beyond April.

The project remains forecasted under budget with $5.4M contingency unallocated. The project is 26% complete based on billings ending February 28th, 2017. The majority of HOL scope changes have been captured in the 75% design review and are included in this period's budget forecast. The potential for unknown site conditions, specifically on the East Campus, remains a significant cost risk, however this will be exposed over the next two months as construction advances.

Sullivan's Senior management met with verTerra to address concerns on Sullivan's deliverable management and design team cohesion. Sullivan committed to resolving all concerns and have brought additional resources to the project. verTerra and Sullivan will consolidate their project management resources on the East Campus site and continue weekly and bi-weekly control meetings which will improve team efficiency and coordination.

The Project Steering Committee meetings have been set at a monthly interval as verTerra has commenced Operational Integration and Migration meetings with HOL to commence the detailed planning of HOL's operational move into the new facilities. The Change Management sub-committee continues on developing strategies for employee engagement and acceptance of the changes to HOL's workplace environment – a key success factor and risk to the project.

| Major accomplishments since last report | Upcoming major activities (6 week look ahead) |
|---|---|
| • Construction commenced March 27th on both the East and South Campuses<br>  ○ Trailer, temporary road, fencing<br>  ○ Tree clearing of South Campus<br>• City retracted the Parkland Dedication condition from the Site Plan Agreement on the East Campus<br>• NCC easement condition resolved for East Campus Site Plan Agreement<br>• Final Site Plan Agreement conditions being prepared by City (all conditions now accepted)<br>• Application to MOE submitted for East Campus<br>• 75% design re-submitted for OPS buildings | • Site Plan Delegated Authority report by City for East Campus;<br>• Site Plan Agreement East Campus (end of April);<br>• Application to MOE for East Campus;<br>• Foundation construction permits from City<br>• HOL review and completion of 95% design process for both Campuses;<br>• Furniture (FF&E) RFP draft for HOL supply review;<br>• Finalization of the NCC /City legal agreements on the East Campus Access Rd.<br>• HOL Solar program development with Sullivan<br>• Continued Construction: |

# Executive Status Report

## Facility Renewal Program

- 95% design submitted for both Campuses
- Sullivan sub-trade awards to Plumbing, Sprinkler, Concrete formwork, reinforcing steel, trade contractors
  - Dynamic compaction pad (East Campus)
  - Tower Crane erection (East Campus)
  - Grading and ditching (both campuses)
  - Moodie Drive road improvement finalization (South Campus)

### Significant Risks / Challenges

- Unknown Site conditions (both campuses)
- Finalizing the East Campus Site Plan Agreement to secure construction permits
- Managing HOL program change during design development;
- Technology and Operational change between design and 2019;
- HOL employee engagement (acceptance);
- Managing Design Build team cost and quality compliance;

### Significant Opportunities

- Reintroduction of deferred VE programs, specifically the Training Centre to East Campus and Back-Up Control Centre to South Campus (after site approval and site condition risks mitigated);
- Establishing project milestones and events to celebrate team and project success;
- Integrating Hydro Ottawa's history into the design and branding of the new facilities.

### Budget Status

- 26% complete
- $24.86M is expended to date including land
- $3.6M (6%) of Design Build contract spent to date
- $5.4M in unallocated project contingency

Budget Summary & Forecast April 15th, 2017:

| ID | Category: | Approved Budget (April 2016) | Post Design Build Tender Revisions | Revised Post Tender Budget | 75% Design Forecasted Revisions March 2017 | Budget Forecast April 2017 | Spent to Date March 31rst, 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 | $ 3,606,157 | 6% |
| | 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% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,500,000** | **$24,860,747** | 26% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is on schedule and 14% complete
- The 95% design submission was achieved April 13th
- Key schedule risk is finalizing the East Campus Site Plan Agreement approval and early work permits

Milestone Schedule & Status April 15th, 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 |
| Building Permit Submission to City (South Campus) | Mar. 24-17 | 100% complete |
| 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 | April 15/30-017 | *in progress* |
| 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 | |

# Executive Status Report

## Facility Renewal Program

**Site Photos:**

South Campus Aerial – trees cleared

South Campus: access road, trailer and tree mulching (for reuse)

# Executive Status Report

## Facility Renewal Program

East Campus – grading/excavation

East Campus: Access road (west perimeter), storm water ditching

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Report # | **5** |
| Date of Report | **May 15th, 2017** |
| Report Period | **April 15th to May 15th, 2017** |
| | |

### Executive Summary

This report covers the period from April 15th to May 15th, 2017.

The project is on schedule and forecasted to be on budget.

Two significant developments occurred this period greatly reducing the risk profile of the project:

1. Site Plan Approval (Delegated Authority Report) for the East Campus was approved by Councillor Deans on May 3rd – this allows the building permit to be issued by the City mitigating delay risk for the East Campus;
2. Sullivan advanced excavation all areas of the East Campus site and exposed minimal contaminated/ unsatisfactory soil conditions.

The 95% design submission for both East and South Campuses was submitted April 13th with no significant compliance deficiencies. A two day final compliance review with Sullivan is scheduled for late May. 100% design (for construction drawings) is scheduled for late June which will complete the design phase of the project.

The project is 27% complete based on billings ending April 30th, 2017. verTerra has revised the budget forecast based on the 95% design review, HOL changes and the East Campus site conditions resulting in a $300K increase to contingency spending from last period. $5.1M in contingency, or 8.4% (over construction).

Sullivan's team performance and communication greatly improved during this period and all project/construction management resources are now consolidated at the East Campus site headquarters. Sullivan has advanced tendering the major structural trades for the project and construction work to date has been ahead of schedule – despite the wet weather. Safety to date is excellent with no lost time accidents over 34 days of on-site construction (both campuses).

The Operation Integration and Migration committee is now fully engaged and detailed planning under development for HOL's move into the new facilities. The Change Management sub-committee has advanced employee engagement actions, with multiple employee focus sessions scheduled for June.

| Major accomplishments since last report | Upcoming major activities (6 week look ahead) |
|---|---|
| • East Campus SPA/ Delegated Authority Report received May 3rd – a major milestone!<br>• NCC/City easement terms and conditions closed between parties – final documentation being prepared<br>• 95% design complete for the entire project<br>• Full mobilization and set up of East Campus Site HQ<br>• East Campus site excavation completed for EC1, EC2 and EC3 – no major soil risk realized<br>• Dynamic Compaction (EC2) commenced (preconstruction surveys completed)<br>• Sullivan sub-trade awards to date:<br>  o Electrical, Pre-Engineered Bldgs., Plumbing, Sprinklers, Concrete formwork, reinforcing steel, concrete supply, granular supply (east only), Bridge cranes<br>• Moodie Drive road improvements tendered and under | • Building Permit East Campus (May 24th)<br>• South Campus Site Plan Approval<br>• Compliance reviews of 95% design;<br>• 100% design documents (late June)<br>• Execute NCC /City legal agreements on the East Campus Access Rd.<br>• HOL Solar program development with Sullivan<br>• Continued Construction:<br>  o Complete Dynamic compaction (East Campus)<br>  o Tower Crane erection (East Campus)<br>  o Grading and ditching (both campuses)<br>  o Moodie Drive road improvement (South Campus)<br>  o Complete South Campus land clearing<br>• Site Observation cameras for HOL on-line viewing |

# Executive Status Report

## Facility Renewal Program

budget

- Employee Engagement sessions for Workplace environment, Food Services and Fitness Survey.
- Signage design development

### Significant Risks / Challenges

- Unknown Site conditions (south campus)
- Managing HOL program change during design development;
- Technology and Operational change between design and 2019;
- HOL employee engagement (acceptance);
- Managing Design Build team cost and quality compliance;

### Significant Opportunities

- Reintroduction of deferred VE programs, specifically the Training Centre to East Campus and Back-Up Control Centre to South Campus (after site approval and site condition risks mitigated);
- Integrating Hydro Ottawa's history into the design and branding of the new facilities.

### Budget Status

- 27% complete
- $25.6M is expended to date including land
- $4.3M (7%) of Design Build contract billed to date
- $5.1M in unallocated project contingency

**Budget Summary & Forecast May 15th, 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 | $ 491,200 | $ 6,146,492 | $ 1,970,534 | 32% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 1,129,678 | $ 59,916,994 | $ 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 | $ (1,620,878) | $ 5,065,714 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,500,000** | **$25,576,253** | 27% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is on schedule
- The 95% design submission was achieved April 13th
- East Campus Site Plan Agreement approval from Councillor Deans was received May 3rd
- East Campus Building Permit forecast by May 24th (no delay anticipated )

**Milestone Schedule & Status May 15th, 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 |
| Building Permit Submission to City (South Campus) | Mar. 24-17 | 100% complete |
| 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 Approval - East Campus | May 3rd-2017 | 100% complete |
| Building Permit - East Campus | May 24th, 2017 | *in progress* |
| Site Plan Approval - South Campus | June 23rd, 2017 | *in progress* |
| Building Permit - South Campus | July 7th, 2017 | *in progress* |
| 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 | |

# Executive Status Report

## Facility Renewal Program

**Site Photos:**

East Campus – Excavation EC1 Main Administration Bldg.

East Campus – Excavation and placement of granular pad for EC2

# Executive Status Report

## Facility Renewal Program

East Campus –Granular pad for EC2

East Campus – Dynamic Compaction EC2 building

# Executive Status Report

## Facility Renewal Program

East Campus – west perimeter stormwater drainage ditching

South Campus: Land clearing

# Executive Status Report

## Facility Renewal Program

South Campus: Storm water ditching

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Report # | **6** |
| Date of Report | **June 15th, 2017** |
| Report Period | **May 15th – June 15th, 2017** |
| | |

### Executive Summary

The project is on schedule and forecasted to be on budget.

The design-build project team morale is high with the commencement of construction and near completion of the design process. HOL's Project team advanced the Change Management processes with departmental employee engagement sessions, amenity area focus sessions and Operational Migration meetings to develop a comprehensive and integrated strategy to successfully move into the facilities in 2019.

The 95% design reviews are now completed. 100 % design completion has been extended to July based on verTerra's compliance reviews and finalization of HOL equipment locations.

The release of the EC1 building permit delayed by the City of Ottawa legal as they suddenly questioned HOL's Development Charge exemption despite confirmed written exemption from City planning and an approved Delegated Authority Report /SPA without conditions to pay DC charges. This matter was solved immediately with HOL's CEO and Legal involvement and a "deferral" agreement executed with the City which allowed the release of the building permit but it did delay the tower crane erection and concrete foundations on EC1. The permit was received June 14th, 2017 – the permit is conditional for 60 days pending legal execution of the Site Plan Control Agreement (insurances, fees, and securities).

The EC2 and EC3 building permits remain in technical review with the City and Sullivan and are forecast for completion by the end of June. The final SC SPA comments from the City have been responded too and forecast completion is now mid-July.

Construction activities have advanced on both campuses, with Dynamic Compaction on the east campus now complete. Some soils risk remains on both campuses but has been largely mitigated.

The project is 27% complete based on billings ending April 30th, 2017. verTerra has revised the budget forecast based on the 95% design review, HOL operational changes and the East Campus site conditions resulting in a $600K increase to contingency spending from last period. $4.8M in contingency, or 6.5% of budget (less land and contingency).

| Major accomplishments since last report | Upcoming major activities (4 week look ahead) |
|---|---|
| • East Campus building permit received June 14th;<br>• 95% design complete for the entire project<br>• Dynamic Compaction on East Campus completed<br>• Sullivan sub-trade tenders closed:<br>  ○ Roofing, glass and curtainwall, metal panels, masonry<br>• Change Management Employee Focus Sessions completed ( 6 departments)<br>• Interior Design Focus Session<br>• Food Service Employee Focus session.<br>• Solar program launched – both campuses.<br>• EC1 crane base poured and foundation excavation<br>• Real time video cameras installed – both sites. | • South Campus Site Plan Approval<br>• East Campus EC2, EC3 and South Campus bldg.. permit<br>• 100% design documents (July 17th)<br>• Continued Construction:<br>  ○ Tower Crane erection (East Campus EC1)<br>  ○ EC1, EC2 foundation excavations<br>  ○ EC1 foundation concrete<br>  ○ SC Moodie Drive road improvements<br>  ○ SC excavations / civil works |

# Executive Status Report

## Facility Renewal Program

### Significant Risks / Challenges

- City of Ottawa Development charge risk ( probability increased from SIOC report to Moderate)
- Unknown Site conditions (south campus)
- Managing HOL program change during design development;
- Technology and Operational change between design and 2019;
- HOL Change Management employee engagement (managing acceptance);
- Managing Design Build team cost and quality compliance;

### Significant Opportunities

- Reintroduction of deferred VE programs, specifically the Training Centre to East Campus and Back-Up Control Centre to South Campus (after site approval and site condition risks mitigated);
- Integrating Hydro Ottawa's history into the design and branding of the new facilities.

### Budget Status

- 27% complete
- $25.6M is expended to date including land
- $4.3M (7%) of Design Build contract billed to date
- $1.9M (2.6%) forecasted against contingency –change reconciliation ongoing (risk)
- $4.8M in unallocated project contingency remains based on May 15th 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% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,500,000** | **$25,576,253** | 27% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is 20% complete and on schedule
- The 95% design review process completed
- East Campus EC1 bldg. permit was received June 14th – 3 weeks later than originally planned
- Remaining approvals forecast for completion by July 7th
- 100% design extended w/o impact to construction.

**Milestone Schedule & Status June 15th, 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 |
| Building Permit Submission to City (South Campus) | Mar. 24-17 | 100% complete |
| 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 Approval - East Campus | May 3rd-2017 | 100% complete |
| Building Permit - East Campus | June 14-017 | *100% complete* |
| Site Plan Approval - South Campus | June 26-017 | *revised date - in progress* |
| Building Permit - South Campus | July 7th, 2017 | *in progress* |
| 100% Design Completion (all buildings) | July 17-017 | *revised date - in progress* |
| 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 | |

**Site Photos:** (to follow – technical issues)

# Executive Status Report
## Facility Renewal Program

| | |
|---|---|
| Report # | **7** |
| Date of Report | **July 15th, 2017** |
| Report Period | **June 15th – July 15th, 2017** |

## Executive Summary

The project is on schedule and forecasted to be on budget.

Design & Construction

The design process is complete and the design-build team is working to finalize 100% IFC (Issued for Construction) drawings for the end of July. The Team is also finalizing costs associated with changes introduced during the design phase; the majority of pricing has been received and is under review by the Consultants and verTerra. Design related open items include blocking and stacking, building finishes and the EC1 lobby.

South Campus Site Plan Approval is expected by the end of July as all comments have now been addressed by the design-build team and documents resubmitted (MTO water management comments required redesign and resubmission). Construction activities included the mulching and removal of trees, stripping of the topsoil and construction of the access roads on the property.

Building Permit for EC2 and EC3 is also expected by the end of the July.

East Campus construction activities continue: the tower crane is now installed; excavation works continue; formwork for footings and mud slab is underway; dynamic compaction is complete for EC2 and EC3. The site trailer complex is established and the majority of the design-build and verTerra team members have completed Sullivan's site and safety orientation session. Contaminated soil has been identified, tested and stockpiled from excavations of EC2 and EC3. Soils will continue to be monitored with further excavations.

Construction Statistics

Construction is 8% complete based on billings ending June 30th. The overall project is 29% complete for the same period.

The overall budget forecast remains the same from last period and updates will be incorporated once design related change orders are finalized.

Organizational Change Management

As part of the Employee Engagement strategy, the OCM has scheduled a session with Supervisors and Managers on July 25th. Following this session, the plan is to finalize the furniture RFP and release to the market within the next reporting period. The OCM also released an employee survey related to fitness, and EC1 blocking and stacking plan will be developed and refined over the next reporting period.

The Team is incorporating information from last month's employee engagement sessions into the strategy and developing the OCM plan accordingly. Upcoming employee engagements will be planned for September due to summer holidays.

Operational Integration & Migration

The planning for this stream is underway and 'one-on-one' meetings are scheduled with IT and Operations/Warehousing. Hydro's IT team is well advanced in this area, and within the next reporting period the Team will be expanding the associated plan and schedule and integrating it with the construction schedule.

# Executive Status Report
## Facility Renewal Program

| Major accomplishments since last report | Upcoming major activities (4 week look ahead) |
|---|---|
| • East Campus tower crane erected.<br>• East Campus footings and slab formwork started.<br>• Design change costs submitted (under review).<br>• Real time video cameras installed – both sites. | • South Campus Site Plan Approval<br>• East Campus EC2, EC3 and South Campus building permit<br>• 100% design documents (July 28th)<br>• Design related changes review and approvals.<br>• Continued Construction:<br>  ○ EC1, EC2 foundation excavations<br>  ○ EC1 foundation concrete and waterproofing<br>  ○ SC Moodie Drive road improvements<br>  ○ SC excavations / civil works |
| **Significant Risks / Challenges** | **Significant Opportunities** |
| • City of Ottawa Development charge risk (probability increased from SIOC report to Moderate)<br>• Unknown Site conditions (south campus)<br>• Managing HOL program change during design development;<br>• Technology and Operational change between design and 2019;<br>• HOL Change Management employee engagement (managing acceptance);<br>• 100% Design cost reconciliation and sub-trade cost escalation<br>• Managing Design Build team cost and quality compliance; | • Reintroduction of deferred VE programs, specifically the Training Centre to East Campus and Back-Up Control Centre to South Campus (after site approval and site condition risks mitigated);<br>• Integrating Hydro Ottawa's history into the design and branding of the new facilities. |

### Budget Status

- 29% complete
- $27.5M is expended to date including land
- $5.3M (8%) of Design Build contract billed to date
- $1.9M (2.6%) forecasted against contingency –change reconciliation ongoing (risk)
- $4.8M in unallocated project contingency remains based on May 15th forecast.

**Hydro Ottawa Limited: Q3 2017 Facility Renewal Program Capital Budget Forecast**

**Update: July 15, 2017**

**Budget Summary & Forecast**

| ID | Category: | Approved Budget (April 2016) | Post Design Build Tender Revisions | Revised Post Tender Budget | 95% Design Forecast update June 19th 017 | Budget Forecast June 19th 2017 | Spent to Date June 30, 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 | $ 345,123 | $ 6,000,415 | $ 2,181,161 | 36% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 1,781,824 | $ 60,569,140 | $ 6,030,004 | 10% |
| | 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 | $ (2,126,947) | $ 4,559,645 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,500,000** | **$ 27,542,165** | 29% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

# Executive Status Report
## Facility Renewal Program

### Schedule Status

- The project is on schedule
- 100% design drawings forecast for end of July.
- Remaining approvals forecast for completion by the end of July.

**Hydro Ottawa Limited: Q3 2017 Facility Renewal Program Capital Budget Forecast - SCHEDULE**

**Update: July 15, 2017**

**Milestone Schedule & Status**

| 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 | 03-May-17 | - | 100% complete |
| Building Permit - East Campus | Jun. 14, 2017 | - | *100% complete* |
| Site Plan Approval - South Campus | Jun. 26, 2017 | Jul. 30, 2017 | *revised date - in progress* |
| Building Permit - South Campus | Jul. 7, 2017 | Jul. 30, 2017 | *in progress* |
| 100% Design Completion (all buildings) | Jul. 17, 2017 | Jul. 30, 2017 | *revised date - in progress* |
| East Campus Early Occupancy | Jan. 2019 | | |
| Substantial Completion of DB Contract | May 2, 2019 | | |
| Final Completion of DB Contract | Jun. 26, 2019 | | |
| HOL Operational | Jul. 2, 2019 | | |

**Site Photos: East Campus**

*Tower crane erection*

*EC2 Excavation*

Executive Status Report
**Facility Renewal Program**

*EC1 excavation and formwork*

**Site Photos: South Campus**

*Stripping of topsoil*

*Access Road and mulching*

*Ditching and stripping of topsoil*

*Mulching*

# Executive Status Report
## Facility Renewal Program

| | |
|---|---|
| Report # | **8** |
| Date of Report | **August 15th, 2017** |
| Report Period | **July 15th – August 15th, 2017** |

## Executive Summary

The project is on schedule and forecasted to be on budget.

Remaining contingency funds has been impacted with $1.9M of City of Ottawa development charges.

Design & Construction

The design process is complete and 100% IFC (Issued for Construction) drawings were issued August 4th. The Team has finalized the majority of design related change orders which have been provided to HOL for its approval. Open design related open items include blocking and stacking (planned to start September 18th), building finishes and the EC1 lobby.

South Campus Site Plan Approval is imminent. Final (favourable) comments and approvals were received from authorities, the team was awaiting final comments from the Rideau Valley Conservation Authority, which was received August 4th. MTO had identified a permit fee of approximately $25,000 for the South Campus, which was previously unknown.

Construction activities on the South Campus were focused to the main access road only and all site activities have come to a stop as of the end of July, awaiting final SPA approval. This does not yet impact the overall construction timeline for South Campus (Sullivan has identified being ahead of the original schedule at this point).

Building Permit for EC2 and EC3 is also imminent, it was expected at the end of the July.

East Campus construction activities continue: concrete formwork, rebar and concrete placement continues on EC1 (1000 cubic meters of concrete was poured in the month of July) as well as back filling at footing and foundations. Construction activities also continued for the main parking lot and bioswales. Contaminated soil continues to be identified, tested and stockpiled from excavations of EC2 and EC3. Soils will continue to be monitored with further excavations.

Construction Statistics

Construction is 12% complete based on billings ending July 31st. The overall project is 30% complete for the same period.

The overall budget forecast has been impacted with City of Ottawa development charges as well as forecasted costs for Enbridge service contribution cost requirements (not yet finalized).

Organizational Change Management

As part of the Employee Engagement strategy, the OCM committee held an information session with Supervisors and Managers on July 25th. At this session, the requirement for a focus group session with employee representatives from the Operations Centres was identified. A presentation has been developed and the session is scheduled for August 15th.

The plan remains to finalize the furniture RFP and release to the market within the next reporting period. The OCM committee closed an employee survey related to fitness (with preliminary summary of over 170 responses), and EC1 blocking and stacking plan has been scheduled for September 18th due to holidays.

The Team continues to incorporate information from last month's employee engagement sessions into the strategy and developing the OCM plan accordingly. Upcoming employee engagements will be planned for September due to summer holidays.

Operational Integration & Migration

# Executive Status Report
## Facility Renewal Program

The planning for this stream is underway and 'one-on-one' meetings were held with IT and Operations/Warehousing. Within the next reporting period verTerra will be presenting the expanded integration and migration plan to the Team for collective development (August 31st).

### Major accomplishments since last report

- East Campus concrete formwork, rebar and concrete placement underway.
- East Campus backfilling around footings and foundations started.
- Parking lot and bioswale construction started.
- Design change costs submitted for HOL review and approval.
- SPA (informal) approvals received. Awaiting formal SPA.
- 100% design documents issued.

### Upcoming major activities (4 week look ahead)

- South Campus Site Plan Approval.
- South Campus construction recommencing.
- East Campus EC2, EC3 and South Campus building permit
- Design related changes approved by HOL.
- Continued Construction:
  - EC1, EC2 foundation excavations
  - EC1 foundation concrete and waterproofing
  - SC Moodie Drive road improvements
  - SC excavations / civil works

### Significant Risks / Challenges

- City of Ottawa Development charge risk – occurred.
- Managing remaining contingency budget
- Unknown Site conditions (south campus)
- Managing HOL program change during design development;
- Technology and Operational change between design and 2019;
- HOL Change Management employee engagement (managing acceptance);
- 100% Design cost reconciliation and sub-trade cost escalation
- Managing Design Build team cost and quality compliance;

### Significant Opportunities

- Integrating Hydro Ottawa's history into the design and branding of the new facilities.
- Disposal of Albion and Merivale properties

### Budget Status

- 30% complete
- $28.8M is expended to date including land
- $7.1M (12%) of Design Build contract billed to date
- $4.04M forecasted against contingency (design change + 1.9M for development charges). The City's DC reversal several impacts the contingency management strategy and leaves $2.6M ( 3.6%) on the remaining program budget (calculated on total approved capital less land and contingency).

**Hydro Ottawa Limited: Q2 2017 Facility Renewal Program Capital Budget Forecast**

**Update: August 15th, 2017**

**Budget Summary & Forecast**

| ID | Category: | Approved Budget (April 2016) | Post Design Build Tender Revisions | Revised Post Tender Budget | 95% Design Forecast update June 19th 017 | Budget Forecast June 19th 2017 | Spent to Date May 31rst, 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 | $ 2,259,093 | $ 7,914,385 | $ 2,335,161 | 30% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 1,781,824 | $ 60,569,140 | $ 7,119,638 | 12% |
| | 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 | $ (4,040,917) | $ 2,645,675 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,500,000** | **$ 28,785,799** | 30% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

HydroOttawa

# Executive Status Report
## Facility Renewal Program

### Schedule Status

- The project is on schedule
- Remaining approvals by authorities are imminent.

| Hydro Ottawa Limited: Q3 2017 Facility Renewal Program Capital Budget Forecast - SCHEDULE | | | |
|---|---|---|---|
| **Update: August 15th, 2017** | | | |
| **Milestone Schedule & Status** | | | |
| **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 | 03-May-17 | - | 100% complete |
| Building Permit - East Campus | Jun. 14, 2017 | - | *100% complete* |
| Site Plan Approval - South Campus | Jun. 26, 2017 | Jul. 30, 2017 | *revised date - in progress* |
| Building Permit - South Campus | Jul. 7, 2017 | Jul. 30, 2017 | *in progress* |
| 100% Design Completion (all buildings) | Aug. 4, 2017 | Jul. 30, 2017 | *100% complete* |
| East Campus Early Occupancy | Jan. 2019 | | |
| Substantial Completion of DB Contract | May 2, 2019 | | |
| Final Completion of DB Contract | Jun. 26, 2019 | | |
| HOL Operational | Jul. 2, 2019 | | |

Executive Status Report
**Facility Renewal Program**

**Site Photos: East Campus**

*EC1 raft footing at East end of building*

*E C1 raft footing at centre of building and backfill*

HydroOttawa

Executive Status Report
**Facility Renewal Program**

*EC1 foundation wall concrete placement and backfilling*

*EC bioswale installation (main parking lot)*

**Site Photos: South Campus**

*SC – construction of main access road*

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Report # | **9** |
| Date of Report | **September 15th, 2017** |
| Report Period | **August 15th – September 15th, 2017** |
| | |

## Executive Summary

The project is on schedule and forecasted to be on budget. However, HOL's project contingency was significantly impacted by the $1.9M Development Charge reversal by the City of Ottawa and the exposure of contaminated soils on the East Campus (initially forecast at $1.2M). East Campus excavations were stopped by verTerra and a contaminated soil mitigation plan developed, retaining the soils on site, resulting in a cost reduction of $.75M. The revised contingency forecast, with this revision, is now $2M (2.7% of the program budget, less land costs) and the reintroduction of deferred VE scope items such as the back-up control centre at the South Campus is not recommended.

The potential purchase interest in Albion Rd., (a positive development) would require HOL to exit fully by June 2019, a month earlier than originally planned. The early partial occupancy of EC1 remains scheduled for January 2019 to permit leaving 15months to commence operational fit-up of the new facilities. The execution of HOL's Operational migration and Change Management activities are the key focus as construction operations are stabilized and ramping up efficiently.

Design and Construction:

The main design phase is completed with approved HOL program changes incorporated. Open design issues include finish color selections, Stacking and Blocking (where the departments will be located), the Fitness area, Multi-Faith, Lobby displays, Art, wayfinding signage and room naming conventions. These areas are dependent on Change Management and Employee engagement activities and are all in progress.

All construction permits for the East Campus are in place and Site Plan Approval for the South Campus was approved by the City two weeks ago, a Delegated Authority report is being prepared, which will enable release of the building permits.

Construction on the East Campus has advanced efficiently despite the brief soil stoppage. EC1 structural concrete is now completed to the 1rst level, EC3 foundations are complete, and EC2 foundation excavations are well underway. The South Campus construction has been on hold pending approvals, but remains ahead of schedule (work was to commence next year) and foundations may advance prior to winter if permits can be secured. A protected Butternut Tree must be removed to allow for the Solar installation and approvals are in progress with the Ministry of Natural Resources.

Construction Key Stats:

- 32% complete based on billings ending August 31rst, 2017
- 27% complete based on schedule.
- No Lost time accidents over 115 days
- Average manpower on site 55.
- 1812m3 of concrete poured (EC1 and EC3)

Operational Integration Migration & Change Management:

The detailed planning for the Operational Migration and Change Management is ongoing with departmental planning sessions continuing. The target is to have a comprehensive HOL migration plan (strawman) and schedule, identifying all HOL requirements, the migration sequencing and integration points with Change Management and Construction by mid-Oct 017. This plan will account for the current property disposition opportunities.

This area of the program is now the primary focus of the Project team.

HydroOttawa

# Executive Status Report

## Facility Renewal Program

### Major accomplishments since last report

- South Campus Site Plan review approval
- Design phase completed
- Contaminated soils mitigation plan implemented
- Sullivan sub-trade tenders released:
  - . drywall, flooring, painting, doors and hardware, garage doors
- EC1 structure reaches level 1, above grade
- EC3 foundations completed
- EC2 foundations commenced
- East Campus parking lot and service excavations/grading
- Category 3 Butternut removal agreement structure developed with MNR/RVCF
- Moodie Drive road improvements (SC)

### Upcoming major activities (4 week look ahead)

- South Campus building permit (or foundation permit)
- Continued Construction:
  - EC1 level 2 floor structure (backfill and waterproofing)
  - EC2 foundations
  - EC3 backfill, waterproofing
  - SC excavations / civil works
- Furniture RFP draft to HOL Supply
- Staking and Blocking Session
- Finishing Color review session

### Significant Risks / Challenges

- Unknown Site conditions (South campus)
- HOL program change and integration (operational migration/change management streams) with construction
- Technology and Operational change between design and 2019;
- Cost reconciliation and sub-trade cost escalation
- Managing Design Build team cost and quality compliance

### Significant Opportunities

- Disposal of HOL's Albion and Merivale properties
- Integrating Hydro Ottawa's history into the design and branding of the new facilities.

### Budget Status

- 32% complete based on billings ending August 31rst
- $30.4M expended to date including land
- $8.7M expended to date on design build (14%)
- $4.66M forecast against contingency
- $2.02M remaining contingency

Hydro Ottawa Limited: Q2 2017 Facility Renewal Program Capital Budget Forecast
Update: September 15th , 2017
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 Sept 15th, 2017 | Budget Forecast Sept 15th, 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 | $ 2,418,131 | 31% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 2,408,925 | $ 61,196,241 | $ 8,724,001 | 14% |
| | 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 | $ (4,664,146) | $ 2,022,446 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,178,872** | **$ 30,473,132** | 32% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is 27% complete and on schedule

Hydro Ottawa Limited: Q3 2017 Facility Renewal Program Capital Budget Forecast - SCHEDULE
Update: August 29th, 2017
Milestone Schedule & Status

| 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 | ***Sept. 15-017*** | ***approval by City staff in place*** |
| Building Permit - South Campus | Jul. 7, 2017 | ***Sept 30-017*** | ***revised date - delayed*** |
| 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 | UNDER REVIEW WITH DISPOSITON | |
| HOL Fit-Up ( Control Rm /IT) & Migration | Jan-June-019 | | |
| Substantial Completion of DB Contract (EC & EC) | May 2, 2019 | UNDER REVIEW WITH DISPOSITON | |
| Final Completion of DB Contract | Jun. 26, 2019 | | |
| HOL Operational | Jul. 2, 2019 | | |

# Executive Status Report

## Facility Renewal Program

**Site Photos: East Campus**

*EC1 Pouring concrete for last segment of Level 1 (Sept. 15-017)*

# Executive Status Report

## Facility Renewal Program

*EC1 Concrete Shoring (level 1)*

# Executive Status Report

## Facility Renewal Program

*EC3 Foundations:*

# Executive Status Report

## Facility Renewal Program

*EC2 Foundation Excavation*

*East Campus Contaminated Soils*

# Executive Status Report

## Facility Renewal Program

**Site Photos: South Campus**

*Site Cleared awaiting permits.*

# Executive Status Report

## Facility Renewal Program

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Report # | **10** |
| Date of Report | **October 15th, 2017** |
| Report Period | **September 15th to October 15th, 2017** |
| | |

## Executive Summary

The project is ahead schedule and forecasted to be on budget.

The East Campus contaminated soil mitigation plan was successful implemented and all contaminated soils distributed on site. A certification letter, stamped by the Geotechnical Engineer of record, assuring compliance to the Ministry of Environment regulations is on record. Final costs are forecast within the revised budget.

An offer for the purchase of Albion Rd., was received and countered by HOL. The HOL migration planning advanced based on an earlier completion of the FRP construction (May 1-2019), which was reviewed by Sullivan. The detailed migration plan will be finalized by December but a 3 Phase strategy confirmed:

Phase 1: IT/ Security Infrastructure & Facility Operations – January to March 2019

Phase 2: System Control Office & Warehouse – February to April 2019

Phase 3: Fleet Operations and People Migration – April to May 1rst, 2019

Detailed operational integration meetings have occurred validating the above, which will now be combined with the Change Management activities to finalize the migration plan. The Furniture RFP release was extended to better define the technical requirements and pricing. The intent is to have this procurement awarded by January 2018. A furniture budget forecast validation was completed by verTerra and the original budget confirmed.

Design and Construction:

Departmental Stacking and Blocking (spatial testing of the floor plates) was completed and HOL departmental consolidation achieved ie: all major departments in one area with appropriate adjacencies. Some architectural changes resulted which are being assessed with design reduction offsets. The final finishing materials and colour palette was completed within the original budget. Open areas of the design include the Fitness area, Multi-Faith, Lobby displays, Art, wayfinding signage and room naming conventions. These areas are dependent on Change Management and Employee engagement activities and are all in progress.

Construction on the East Campus, and EC1 specifically, is proceeding ahead of schedule. The concrete structure is at level 2, with walls for level 3 poured. Slab on grade for EC1 is scheduled for November and exterior steel studs will commence thereafter. The delivery of the Pre-Engineered EC2 and EC3 structures were delayed by a month but will both be erected prior to Christmas this year. Site Plan Approval for the South Campus has been signed off by the Ward Councillor but the final agreement, necessary for building permit, not yet finalized by the City. Foundation operations on the South Campus are scheduled to commence November 6th.

Construction Key Stats:

- 18% complete based on billings ending September 30th, 2017
- No Lost time accidents over 216 days
- Average manpower on site 60.
- 3967m3 of concrete poured to date (east campus)

# Executive Status Report

## Facility Renewal Program

### Major accomplishments since last report

- South Campus Site Plan Delegated Authority Report executed by Ward Councillor
- Contaminated soils mitigation plan successful
- Sullivan sub-trade tendering 85% complete
- EC1 level 2 structure
- EC3 foundations completed
- EC2 foundations 90% complete
- East Campus parking lot and service excavations/grading
- Category 3 Butternut removal agreement finalized for SC Solar
- Solar Design Brief complete
- Stacking and Blocking complete
- Finishing colours complete
- Albion Rd Offer received and counter offer issued
- Migration strategy developed

### Upcoming major activities (4 week look ahead)

- South Campus SPA and building permit finalized
- Continued Construction:
  - EC1 level 3 floor structure)
  - EC2 foundations
  - SC excavations / foundations
- Finishing tenders (by Sullivan)
- Furniture RFP
- Migration planning and schedule
- Change Management and Operational Integration strategy session
- Solar design approval by HOL

### Significant Risks / Challenges

- Unknown Site conditions (South campus)
- HOL program change and integration (operational migration/change management streams) with construction
- Technology and Operational change between design and 2019;
- Cost reconciliation and sub-trade cost escalation
- Managing Design Build team cost and quality compliance

### Significant Opportunities

- Disposal of HOL's Albion and Merivale properties
- Integrating Hydro Ottawa's history into the design and branding of the new facilities.

### Budget Status

- 34% complete based on billings ending September 2017
- $32.6M expended to date including land
- $10.7M expended to date on design build (18%)
- $4.66M forecast against contingency
- $2.02M remaining contingency

**Hydro Ottawa Limited: Q3 2017 Facility Renewal Program Capital Budget Forecast**

**Update: October 15th , 2017**

**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 Oct 15th, 2017 | Budget Forecast Oct 15th, 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 | $ 2,485,361 | 31% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 2,408,925 | $ 61,196,241 | $ 10,741,799 | 18% |
| | 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 | $ (4,664,146) | $ 2,022,446 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,164,902** | **$ 32,558,160** | 34% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is forecast to be completed ahead of schedule
- Finalization of the HOL migration schedule into the construction plan is ongoing.

**Hydro Ottawa Limited: Q3 2017 Facility Renewal Program Capital Budget Forecast - SCHEDULE**

**Update: October 15th , 2017**

**Milestone Schedule & Status**

| 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 | ***Nov-1-017*** | ***Delegated Authority Report*** |
| Building Permit - South Campus | Jul. 7, 2017 | ***Nov-6-017*** | ***revised date - delayed*** |
| 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 | ***Dec-018*** | |
| EC2 Pre-Eng Garage Structure | Nov.2-017 | ***Dec-15-017*** | *Delayed Delivery* |
| EC2 Enclosed (Watertight) | Aug. 8-018 | | |
| EC3 Pre-Eng Bldg. Structure | Nov. 13-017 | ***Dec-15-017*** | *Delayed Delivery* |
| EC3 Enclosed (Watertight) | Dec. 11-017 | ***Dec-15-017*** | |
| SC Structure (Pre-Eng & Structural Steel) | Aug. 10-018 | | |
| SC Structure Enclosed (Watertight) | Oct. 24-018 | | |
| SC Solar Array | Jan. 15-019 | ***Dec-018*** | |
| East Campus Early Occupancy | Jan. 2019 | UNDER REVIEW WITH DISPOSITON/MIGRATION | |
| HOL Fit-Up ( Control Rm /IT) & Migration | Jan-June-019 | UNDER REVIEW WITH DISPOSITON/MIGRATION | |
| Substantial Completion of DB Contract (EC & EC) | May 2, 2019 | UNDER REVIEW WITH DISPOSITON/MIGRATION | |
| Final Completion of DB Contract | Jun. 26, 2019 | UNDER REVIEW WITH DISPOSITON/MIGRATION | |
| HOL Operational | Jul. 2, 2019 | UNDER REVIEW WITH DISPOSITON/MIGRATION | |

# Executive Status Report

## Facility Renewal Program

**Site Photos: East Campus**

*EC1 Formwork to Level 2*

# Executive Status Report

## Facility Renewal Program

*EC1 Level 1 Slab*

*EC1 Exposed Retaining Wall (east end)*

# Executive Status Report

## Facility Renewal Program

# Executive Status Report

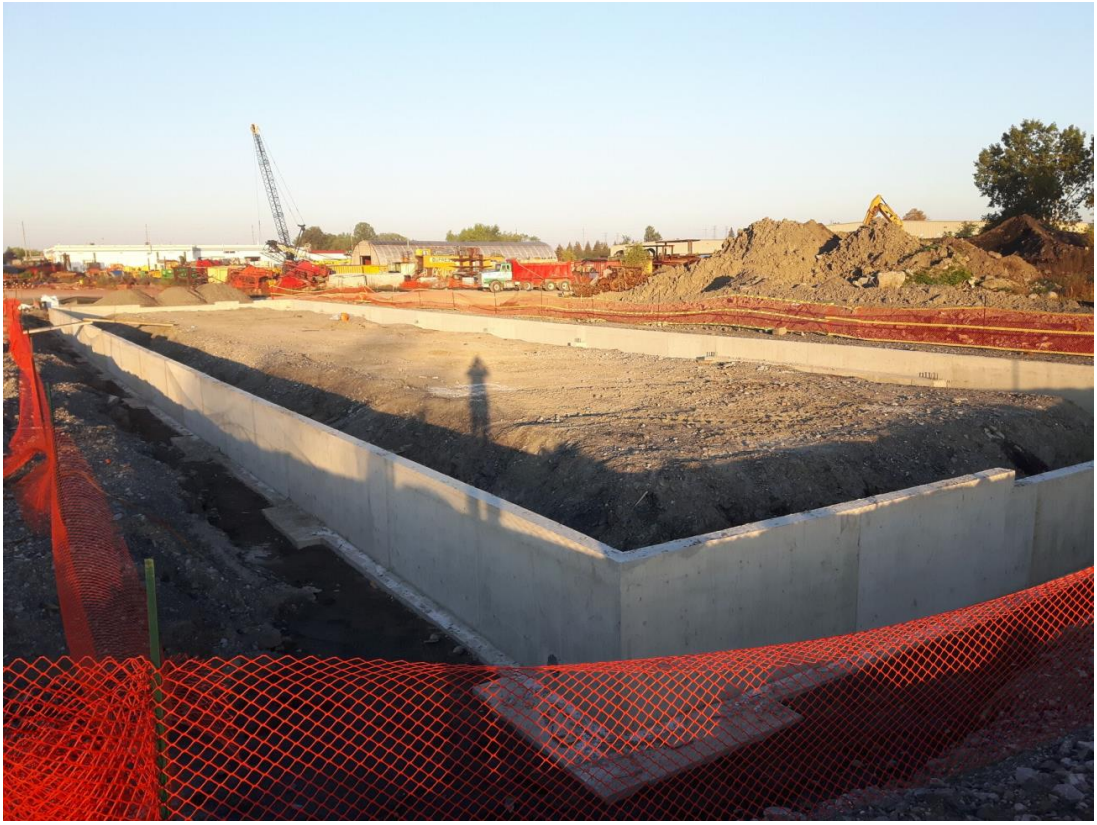
## Facility Renewal Program

*EC2 Foundations (overview)*

*EC3 Foundations Complete*

# Executive Status Report

## Facility Renewal Program



**Site Photos: South Campus (no updated activity)**

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Report # | **11** |
| Date of Report | **November 15th, 2017** |
| Report Period | **October 15th to November 15th, 2017** |
| | |
| **Executive Summary** | |

The Project Team is working extremely well together over all fronts and the focus has shifted to HOL migration integration and planning – 2018 will be a busy year. The project is ahead schedule and forecasted to be on budget. The project construction completion is now confirmed for March 18th, 2019, 2.5 months ahead of the original contract date.

Design and Construction:

Divisional Stacking and Blocking is complete and the team will can now commence the strategy for desk/team level planning and the Furniture Supplier procurement in January 2018. Design options for the Fitness area, Multi-Faith, Lobby displays, Art, wayfinding signage are in development and will be presented to HOL in December. Detailed planning for the System Office was commenced this period and Room Naming conventions and wayfinding signage will commence in December.

The East Campus EC1 concrete structure (level 3) will be complete, or "topped off" December 1rst, 2019 and EC2 and EC3 structural steel will commence November 26th. The South Campus Site Plan Agreement and Building permit have been received. Construction on the South Campus foundations are underway, with the plan to complete the foundations by Christmas this year – but may be pushed to spring 2018 if harsh weather prevents completion.

Construction Key Stats:

- 21% complete based on billings ending October 31rst, 2017
- No Lost time accidents over 255 days
- Average manpower on site 60.
- 5134m3 of concrete poured to date (east campus)

Detailed operational migration and change management planning continues and a comprehensive schedule and requirements will be prepared for December based on the 3 Phase Migration Strategy below:

Phase 1: IT/ Security Infrastructure & Facility Operations – January to March 2019

Phase 2: System Control Office & Warehouse – February to April 2019

Phase 3: Fleet Operations and People Migration – April to May 1rst, 2019

A combined operational migration and change management meeting is scheduled for November 28th, with a key focus on assessing HOL policy framework in the new facilities and developing new, or revising existing HOL policies as required. The Furniture RFP is planned for release in December with HOL evaluations and award by end of January 2018.

The Albion property offer to purchase is moving to finalization with the Buyer's latest counter offer. The closing is June 2019. [redacted] confirmed they will not purchase Merivale, and the property will be released to the market with an extended closing date of Fall 2019.

# Executive Status Report

## Facility Renewal Program

### Major accomplishments since last report

- EC1 level 3 structure
- EC2 foundations complete
- SC Site Plan Agreement received
- SC Building Permit received
- South Campus foundations commenced
- Albion Rd Offer to Purchase near completion
- System Control office and ICC technology design commenced
- EC Private Drainage Agreement legal terms completed

### Upcoming major activities (4 week look ahead)

- Continued Construction:
  - EC1 level 4 floor structure
  - EC2 and EC3 Pre-engineered building erection
  - EC sanitary pumping station
  - EC Gas Service
  - SC excavations / foundations
  - SC Project Sign
- Continuing Interior Finishing tenders (by Sullivan)
- Furniture RFP
- Migration planning and schedule
- Change Management and Operational Integration strategy session
- Solar design approval by HOL
- Marketing of Merivale property

### Significant Risks / Challenges

- Unknown Site conditions (South campus)
- HOL program change and integration (operational migration/change management streams) with construction
- Technology and Operational change between design and 2019;
- Cost reconciliation and sub-trade cost escalation
- Managing Design Build team cost and quality compliance

### Significant Opportunities

- Integrating Hydro Ottawa's history into the design and branding of the new facilities.

### Budget Status

- 36% complete based on billings ending October 31rst, 2017
- $34.6M expended to date including land
- $12.7M expended to date on design build (21%)
- $4.9M forecast against contingency
- $1.8M remaining contingency

Update: Nov. 6th, 2017

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 31rst, 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% |
| | Totals | **$ 95,818,483** | $ 681,517 | **$ 96,500,000** | | **$ 96,596,030** | **$ 34,576,952** | 36% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is forecast to be completed ahead of schedule
- Finalization of the HOL migration schedule into the construction plan continues.

Update: Nov. 15th, 2017

Milestone Schedule & Status

| 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 | *Nov-15-017* | 100% complete |
| Building Permit - South Campus | Jul. 7, 2017 | *Nov-15-017* | Conditional Permit |
| 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 | ***Dec 1-018*** | *Confirmed by MSSL* |
| EC2 Pre-Eng Garage Structure | Nov 2-017 | Dec-15-017 | *Delayed Delivery* |
| EC2 Enclosed (Watertight) | Aug. 8-018 | | *Under review* |
| EC3 Pre-Eng Bldg. Structure | Nov. 13-017 | Nov-26-017 | *Delayed Delivery* |
| EC3 Enclosed (Watertight) | Dec. 11-017 | | *Under review* |
| SC Structure (Pre-Eng & Structural Steel) | Aug. 10-018 | ***Mar-18*** | *Under review* |
| SC Structure Enclosed (Watertight) | Oct. 24-018 | ***Aug. 9-018*** | *Confirmed by MSSL* |
| SC Solar Array | Jan. 15-019 | ***Dec-018*** | |
| East Campus Early Occupancy | Jan. 2019 | ***Jan. 2, 2019*** | *Confirmed by MSSL* |
| HOL Fit-Up ( Control Rm /IT) & Migration | Jan-June-019 | ***January to April 30th 2019*** | *Confirmed by MSSL* |
| Substantial Completion of DB Contract (EC & EC) | May 2, 2019 | ***March 18th, 2019*** | *Confirmed by MSSL* |
| Final Completion of DB Contract | Jun. 26, 2019 | ***May 13, 2019*** | *Confirmed by MSSL* |
| HOL Operational | Jul. 2, 2019 | ***May 15th, 2019*** | *Planned Date* |

# Executive Status Report

## Facility Renewal Program

**Site Photos: East Campus**

*EC1 Formwork to Level 4*

# Executive Status Report

## Facility Renewal Program

*EC2 Foundations Complete*

# Executive Status Report

## Facility Renewal Program

*SC Foundations commenced*

# Executive Status Report

## Facility Renewal Program

| | |
|---|---|
| Report # | **12** |
| Date of Report | **December 15th, 2017** |
| Report Period | **November 15th to December 15th, 2017** |
| | |
| **Executive Summary** | |

The project is ahead schedule and forecasted to be on budget. The project construction completion is now confirmed for March 18th, 2019, 2.5 months ahead of the original contract date.

Interior design for the open areas ie: main Lobby displays, Fitness area, Multi-Faith room and wayfinding and signage continue to be advanced with a preliminary HOL review package to be submitted by the end of December. Furniture procurement is now scheduled for January 018. HOL Desk level assignment planning will commence once the furniture supplier is on board, in combination with furniture development. The System office technology design and equipment selection remains in progress and bi-weekly IT/Technology migration meetings have been established to ensure complete integration with the construction. Warehouse migration planning also advanced and will continue with the IT/Technology, Operations and Metering groups. A Policy strategy working session meeting occurred this period which launched this critical stream of the project which will continue development over the duration of the FRP project.

Sullivan was directed to restructure their Solar design and management team on Solar program to better address both Energy Ottawa's and verTerra's expectations and requirements, which were not being achieved. Sullivan acknowledged the need and are preparing a plan to resolve.

The East Campus EC1 concrete structure was completed ("topped off") December 7th. Both the EC2 and EC3 structural steel was been delivered and the EC3 frame erected this period – weather has delayed the erection of EC2 this week. Temporary hoarding and the permanent exterior wall framing has commenced to enclose and heat EC1 for winter for interior works. South Campus foundations progress this period but remain weather dependent and work may stop for the winter and recommence in early spring.

Key Construction Stats:

- 24% complete based on billings ending November 30th, 2017
- No Lost time accidents over 281 days
- Average manpower on site + 60
- +6300m3 of concrete poured to date (both campuses)

The Albion property was conditionally sold November 20th, 2017 [redacted] and a FRP disposition team has been set-up to manage the Merivale Rd., sale. Merivale Rd., will be marketed by HOL in the New Year and there is already expressed interest from several entities. The closing date planned for Merivale is the Fall of 2019 to permit contingency time to ensure the migration [redacted] and the completion the back-up control room at Bank St.

# Executive Status Report

## Facility Renewal Program

### Major accomplishments since last report

- EC1 concrete completed
- EC1 envelope framing and enclosures commenced
- EC2 and EC3 Pre-engineered steel delivered
- EC3 steel frame erected
- EC gas service completed by Enbridge
- Independent Envelope Testing Consultant in place
- SC construction fully mobilized
- HOL Policy development commenced
- HOL Signage and wayfinding strategy development commenced
- EC1 Open design areas advanced
- Disposition team for both Albion and Merivale structured

### Upcoming major activities (4 week look ahead)

- Continued Construction:
  - EC1 structural steel
  - EC1 Level 0 Slab-on-Grade
  - EC2 Pre-engineered building erection
  - SC foundations (weather dependent)
  - SC Project Sign
- Completion of remaining sub-tenders (by Sullivan)
- Furniture RFP (by verTerra/HOL)
- Solar design team restructuring by Sullivan

### Significant Risks / Challenges

- Unknown Site conditions (South campus)
- HOL program change and integration (operational migration/change management streams) with construction
- Technology and Operational change between design and 2019;
- Cost reconciliation and sub-trade cost escalation
- Managing Design Build team cost and quality compliance

### Significant Opportunities

- Disposal of HOL's Merivale property
- Integrating Hydro Ottawa's history into the design and branding of the new facilities
- Capital cost saving potential for "HOL Record" digitization ie: deletion of record storage vault, reduction in print copy requirements
- Revised HOL Policy and work processes efficiency gains

### Budget Status

- 48% complete based on billings ending Nov. 30th, 2017
- $37.9M expended to date including land
- $14.9M expended to date on design build (24%)
- $4.87M forecast against contingency
- $1.81M remaining contingency

| Budget Summary & Forecast | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ID | Category: | Approved Budget (April 2016) | Post Design Build Tender Revisions | Revised Post Tender Budget | Forecasted Revisions Dec 15th, 2017 | Revised Forecast Dec. 15th, 2017 | Spent to Date Nov. 30th, 2017 | % Complete |
| | Land | $ 19,331,000 | $ - | $ 19,331,000 | $ - | $ 19,331,000 | $ 19,331,000 | 100% |
| | Professional Fees | $ 2,554,058 | $ 3,251,234 | $ 5,805,292 | $ 2,000,123 | $ 7,805,415 | $ 3,721,878 | 48% |
| | Design Build Costs | $ 58,742,825 | $ 44,491 | $ 58,787,316 | $ 2,876,151 | $ 61,663,467 | $ 14,903,995 | 24% |
| | 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 | $ - | $ 3,875,000 | $ - | 0% |
| | HOL Contingency | $ 5,300,000 | $ 1,386,592 | $ 6,686,592 | $ (4,876,274) | $ 1,810,318 | $ - | 0% |
| | Totals | **$ 95,818,483** | $ 831,517 | **$ 96,650,000** | | **$ 96,500,000** | **$ 37,974,855** | 39% |
| | Approved HOL Capital | $ 96,500,000 | | $ 96,500,000 | | $ 96,500,000 | | |

### Schedule Status

- The project is forecast to be completed ahead of schedule
- Finalization of the HOL migration schedule into the construction plan continues.

| Update: Dec. 15th, 2017 | | | |
|---|---|---|---|
| **Milestone Schedule & Status** | | | |
| **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 | *Nov-15-017* | 100% complete |
| Building Permit - South Campus | Jul. 7, 2017 | *Nov-15-017* | Conditional Permit |
| 100% Design Completion (all buildings) | Aug. 4, 2017 | Aug 3-017 | 100% complete |
| EC1- Concrete Structure Complete (Topped Off) | Dec. 14-17 | Dec-7-017 | 100% complete |
| EC1- Enclosed (Watertight) | Mar. 26-017 | | |
| EC Hunt Cub Rd. & Access Rd Improvements | Sept 7-18 | | |
| EC Solar Array | Jan. 10-19 | ***Dec 1-018*** | *Confirmed by MSSL* |
| EC2 Pre-Eng Garage Structure | Nov.2-017 | Dec-15-017 | *Delayed Delivery* |
| EC2 Enclosed (Watertight) | Aug. 8-018 | | *Under review* |
| EC3 Pre-Eng Bldg. Structure | Nov. 13-017 | Dec-7-017 | *100% complete* |
| EC3 Enclosed (Watertight) | Dec. 11-017 | | *Under review* |
| SC Structure (Pre-Eng & Structural Steel) | Aug. 10-018 | ***Mar-18*** | *Under review* |
| SC Structure Enclosed (Watertight) | Oct. 24-018 | ***Aug. 9-018*** | *Confirmed by MSSL* |
| SC Solar Array | Jan. 15-019 | ***Dec-018*** | |
| East Campus Early Occupancy | Jan. 2019 | ***Jan. 2, 2019*** | *Confirmed by MSSL* |
| HOL Fit-Up ( Control Rm /IT) & Migration | Jan-June-019 | ***January to April 30th 2019*** | *Confirmed by MSSL* |
| Substantial Completion of DB Contract (EC & EC) | May 2, 2019 | ***March 18th, 2019*** | *Confirmed by MSSL* |
| Final Completion of DB Contract | Jun. 26, 2019 | ***May 13, 2019*** | *Confirmed by MSSL* |
| HOL Operational | Jul. 2, 2019 | ***May 15th, 2019*** | *Planned Date* |

# Executive Status Report

## Facility Renewal Program

**Site Photos: East Campus**

*EC1 Structure Complete*

# Executive Status Report

## Facility Renewal Program

*EC1 – Level 0 Underground Electrical*

Executive Status Report

## Facility Renewal Program

*EC Gas Main (by Enbridge):*

# Executive Status Report

## Facility Renewal Program

*EC2 Foundations (too cold/windy to erect steel)*

# Executive Status Report

## Facility Renewal Program

*EC3 Structure Being Erected:*

Executive Status Report

## Facility Renewal Program

SC Foundations (hoarded for winter):