Executive Status Report

Facility Renewal Program

Report #	**13**
Date of Report	**February 15th, 2018**
Report Period	**December 15th, 2017 – February 15th, 2018**

Executive Summary

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

This period advanced the completion of the open design areas within EC1 which were influenced by HOL staff engagement sessions and the Operational Change Committee, specifically the Lobby and the development of an HOL cultural feature, the multi-faith room, fitness and cafeteria revisions and various changes to HOL closed office areas required by revised HOL departmental staffing requirements. This was a positive achievement and sets the basis for the final EC1 interiors, with minor areas specific to HOL operations and the Lobby Design feature requiring further development. The system control office technical design was also completed and a budget developed, funding of this scope is outside of the FRP capital plan.

Sullivan, as directed, proposed a new Solar team incorporating a highly experienced Solar provider and have provided a more fulsome management structure. A technical and commercial review with Energy Ottawa is scheduled for next week to align the team prior to full implementation. The Solar work is scheduled to be complete by December to integrate with building system commissioning.

HOL Operational migration planning continues and is the central focus of the verTerra team. HOL's policy, workplace procedure/process strategy is under development with the critical objective to ensure HOL's existing policies are revised, and new policies/work processes developed, to maintain operational compliance and support, if not drive, the goals and objectives of HOL's change management strategy and a new sustainable workplace. HOL conducted Signage and Wayfinding focus sessions which will inform the Signage/Wayfinding design tem being led by HOK. Detailed fitness (gym) equipment Design and Programing will commence next period.

The furniture RFP was released February 13th and closes March 20th. An HOL evaluation team has been established comprised of varying department staff members who were also members of Change Management Furniture review team. The basis of the procurement evaluation is both qualitative and quantitative as the contract scope includes the FRP project and ongoing furniture management services. Once a successful proponent is selected, detailed departmental furniture, team seat planning and mock-ups will commence.

The East Campus EC1 construction continues to advance with the 4th floor steel and atrium structure erected, exterior walls, windows and curtainwall and interior partitions commenced, as well as mechanical and electrical distributions. The EC2 pre-engineered garage steel was erected and civil work on the storm water, sanitary advanced. The City of Ottawa has not released the Commence Work Order for the project, due to a City change in the Site Plan Agreement securities, which could impact the commencement of underground services – this is being resolved with HOL and the City. HOL operations commenced the circuit upgrade work along Hunt Club Rd., for the East Campus main power. Sullivan has now tendered predominantly all construction subcontracts, excluding only asphalt pavements, including the Hunt Club Road intersection work, millwork and some minor accessories.

Construction on the South Campus was been shut down in December with the extreme cold weather and will recommence in March.

Overall construction and the project is proceeding extremely well.

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Facility Renewal Program

Key Construction Stats:

- 29% complete based on billings ending January 31rst, 2017
- No Lost time accidents over 328 days * *(on January 18th a steel worker was taken to the hospital after being hit in the leg with a steel beam while unloading from a forklift. The Ministry of Labour investigated and no orders issued and the worker returned to site that day – no lost time.)*
- Average manpower on site +50
- +6631m3 of concrete poured to date

[redacted]

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• EC1 Interior design closed on open areas
• Furniture tender released
• HOL Focus Sessions conducted on Multi-Faith and Wayfinding and Signage
• HOL Policy development strategy ongoing
• Solar team restructured and proposal developed
• Merivale Rd., property conditionally sold
• Albion Rd., severance application to City
• EC1 slabs on grade, interior partitions and mechanical/electrical distributions
• EC1 exterior wall, windows and curtainwall framing
• EC1 Roof and Atrium steel and deck erected
• EC1 cooling tower delivery
• EC1 Structural Tower Crane removed
• EC2 pre-engineered frame erected
	• Continued Construction:
	  ○ EC1 roof steel decking
	  ○ EC1 exterior wall / enclosures
	  ○ Interior partitioning / M&E distributions
	  ○ EC civil work
	  ○ EC2 block work for single story office area (weather dependent).
	• Completion of remaining sub-tenders (by Sullivan) – roadwork and millwork.
	• Commissioning plan start up
	• Solar design and program review / kick-off
	• Release of the Commence Work Order by the City
	• Furniture tender procurement management
	• Final Wayfinding and Signage focus session
	• HOL Migration and Policy planning, (continued development)

Significant Risks / Challenges	**Significant Opportunities**
• Unknown Site conditions (South campus); • HOL program change and integration (operational migration/change management streams) with construction; • HOL policy development (internal timeline risk); • Managing Design Build team cost and quality compliance.	• Integrating Hydro Ottawa's history into the design and branding of the new facilities; • Revised HOL Policy and work processes efficiency gains.

HydroOttawa

Executive Status Report

Facility Renewal Program

Budget Status

- 42% complete based on billings ending January 31rst, 2018
- $41M expended to date including land
- $17.8M expended to date on design build (29%)
- $5.09M forecast against contingency
- $1.59M remaining contingency.

Budget Summary & Forecast

ID	Category	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Feb. 15th, 2018	Current Forecast Feb. 15th, 2018	Invoiced To Date Jan. 31rst 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ -	$ 3,726,684	$ 2,506,184	67%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 2,225,123	$ 4,153,731	$ 1,342,524	32%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 3,017,119	$ 61,804,435	$ 17,810,254	29%
	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	$ (150,000)	$ 3,875,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (5,092,242)	$ 1,594,350	$ -	0%
	Totals	$ 95,818,483	$ 681,517	$ 96,500,000		$ 96,500,000	$ 41,007,945	42%
	Approved HOL Capital	$ 96,500,000		$ 96,500,000		$ 96,500,000		

Budget less land/contingency $ 75,574,650
Remaining Contingency % 2.11%

Schedule Status

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

Update: Feb 19th, 2018

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	Jan 31 018	*100% complete*
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	***Janoery 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*

Site Photos: East Campus

EC1 Roof & Atrium Steel, Curtainwall (February 018)

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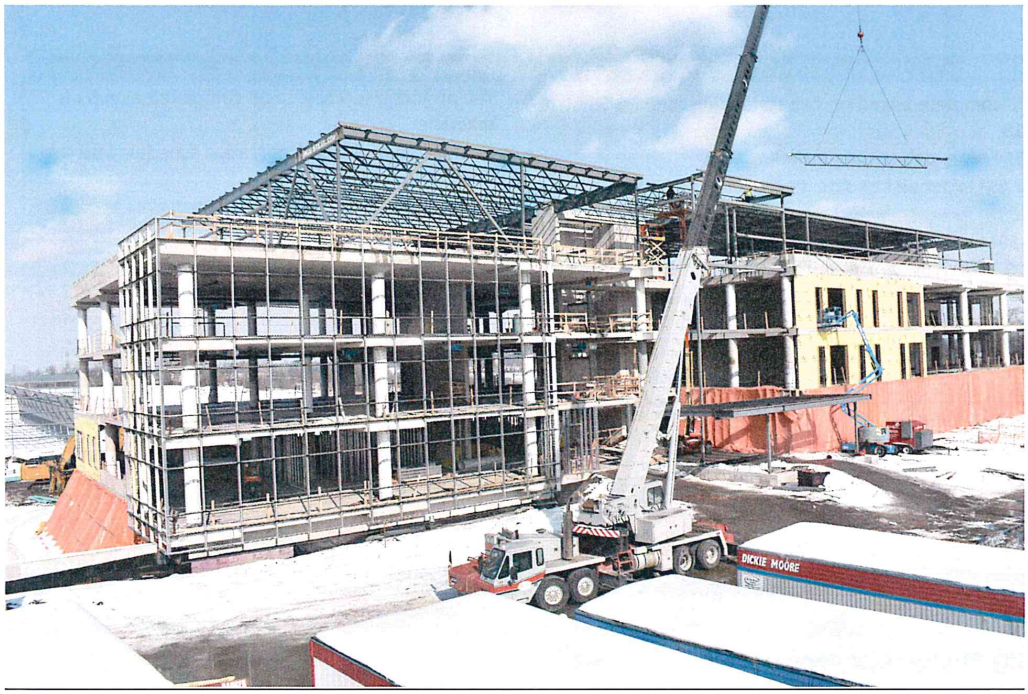
Executive Status Report

Facility Renewal Program



EC1 Exterior Wall and Window Framing & Sheathing (January 018)

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Facility Renewal Program

EC1 – Removal of Concrete Tower Crane (December 017)

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Executive Status Report

Facility Renewal Program

EC1 Mechanical Rough-Ins LO (January 018)

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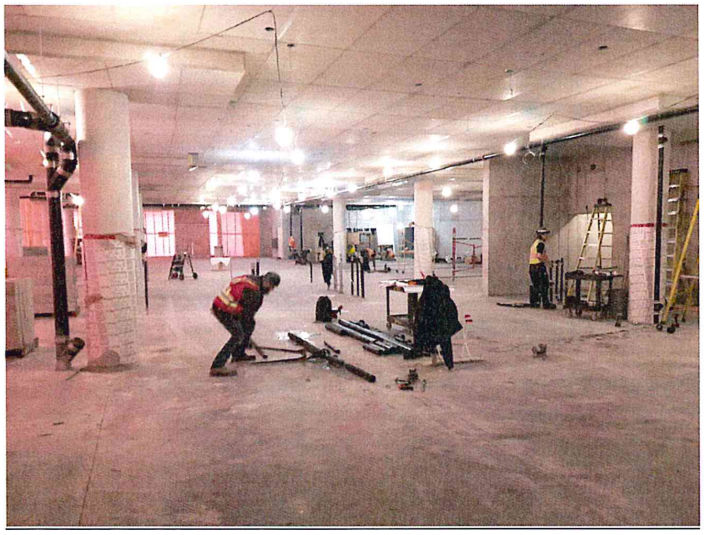
Executive Status Report

Facility Renewal Program



EC1 Interior Wall Framing L0 (January 018)

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Facility Renewal Program

EC2 Pre-engineered Garage Steel erected

EC2 Structure Side Profile

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Facility Renewal Program

Report #	**14**
Date of Report	**March 15th, 2018**
Report Period	**February 15th to March 15th, 2018**
Executive Summary	

The project is ahead schedule and forecasted to be on budget. The substantial completion of the project is scheduled for March 18th, 2019, and Sullivan has confirmed the early occupancy by HOL of EC1 by January 1, 2019 to commence HOL fit-up.

Open design areas in the buildings are now limited to the main EC1 Lobby, EC1/SC fitness areas, signage and wayfinding. The Solar team is now meeting bi-weekly and will close on the design and system equipment selections which will define the budget and schedule. The solar work will require various regulatory approvals, including building permit amendments but the team is confident all permits can be secured without impacting the December completion target.

HOL Operational and Change Management planning continues on all fronts and verTerra has added a dedicated manager to work the HOL's Change and Migration Management committees. The furniture tender closes March 20th, with vendor presentations on March 26th and 27th. Award is scheduled to be by April 5th, 2018. Upon award HOL will need to commence with detailed divisional seat planning to ensure the furniture design is completed within schedule to permit manufacturing.

Construction activities have been concentrated on EC1, with exterior walls, curtainwall and windows scheduled to be watertight by March 28th. Interior wall framing is on occurring on all levels, as is mechanical/electrical distributions. Major mechanical air handling equipment will be delivered this month. East Campus civil work has advanced with both storm water and sanitary installations. On EC2 ground thaw units have been placed to advance the office area slab concrete and masonry walls required for the office area steel erection. The South Campus pre-engineered building steel was delivered to site, but work on the south campus foundations will not commence until April now due to the recent weather.

HOL resolved the Commence Work Order with the City, closing all permits for the East Campus. The South Campus full building permit is being processed by the City, as is the last butternut tree removal permit required for the solar work.

<u>Key Construction Stats:</u>

- 32% complete based on billings ending February 28th, 2018
- No Lost time accidents over 356 days
- Average manpower on site +58
- +6740m3 of concrete poured to date

The property disposition team is concentrated on satisfying the due diligence conditions for both Albion and Merivale.

[redacted]

Executive Status Report

Facility Renewal Program

Major accomplishments since last report

- Continued Construction:
  - EC1 roof steel decking
  - EC1 exterior wall / enclosures
  - Interior partitioning / M&E distributions
  - EC civil work
  - SC pre-engineered steel delivery
- Release of the Commence Work Order by the City
- Final Wayfinding and Signage focus session and 1rst design review
- Commissioning draft plan issued
- Operational Change Management and Migration planning advanced
- Solar design and program development advanced
- EC1 Control Centre scope approved

Upcoming major activities (4 week look ahead)

- EC1 exterior enclosure, interior wall framing, mechanical and electrical systems
- EC2 ground thaw and concrete/ block work for single story office area;
- EC3 ground thaw to advance masonry;
- Completion of remaining sub-tenders (by Sullivan) – roadwork and millwork.
- Solar design, budget and schedule finalization (for approval)
- Furniture tender close and award
- HOL Migration and Policy planning, (continued development)
- Signage and wayfinding design package (first draft for HOL).

Significant Risks / Challenges

- Unknown Site conditions (South campus);
- Unapproved cost changes under review (not in forecast) and contingency management to completion;
- The South Campus fire protection water holding system may need to increase in capacity anticipated by their design by 3 to 5x due to the height of the warehouse racking systems. This is being assessed by professionals from both Sullivan and verTerra;
- HOL program change and integration (operational migration/change management streams) with construction;
- HOL policy development (internal timeline risk);
- Managing Design Build team cost and quality compliance.

Significant Opportunities

- Integrating Hydro Ottawa's history into the design and branding of the new facilities;
- Revised HOL Policy and work processes efficiency gains.

Budget Status

- 44% complete based on billings ending February 28th, 2018
- $42.8M expended to date including land
- $19.6M on the design build program (32%)
- $5.09M forecast against contingency
- $1.58M contingency remaining

Budget Summary & Forecast

ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Mar. 15th, 2018	Current Forecast Mar. 15th, 2018	Invoiced To Date Feb. 28th 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ (13,970)	$ 3,712,714	$ 2,577,536	69%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 2,256,593	$ 4,185,201	$ 1,377,011	33%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 3,007,119	$ 61,794,435	$ 19,593,332	32%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ -	$ 2,014,800	$ 17,982	1%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (150,000)	$ 3,875,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (5,099,742)	$ 1,586,850	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,500,000**	**$ 42,896,861**	44%
	Approved HOL Capital	$ 96,500,000		$ 96,500,000		$ 96,500,000		
				Budget less land/contingency		$ 75,582,150		
				Remaining Contingency %		2.10%		

Schedule Status

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

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	Jan 31 018	*100% complete*
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 Roof & Atrium Steel, Curtainwall – South (front) Elevation

Executive Status Report

Facility Renewal Program

EC1 Exterior Wall and Window Framing & Sheathing (north elevation)

Executive Status Report

Facility Renewal Program

EC2

EC Civil

Executive Status Report

Facility Renewal Program

Executive Status Report

Facility Renewal Program

EC Sanitary pumping station

Executive Status Report

Facility Renewal Program

Report #	**15**
Date of Report	**April 15th, 2018**
Report Period	**March 15th to April 15th, 2018**

Executive Summary

The project is ahead schedule and forecasted to be on budget. The substantial completion of the project is scheduled for March 18th, 2019, and Sullivan has confirmed the early occupancy by HOL of EC1 by January 1, 2019 to commence HOL fit-up.

Open design areas in the buildings are now limited to the main EC1 Lobby, EC1/SC fitness areas, signage and wayfinding. A full design presentation to HOL's EMT is being prepared, tentatively for May 9th. HOL Operational Integration and Change Management activities continued this period and will be ramping up as the project moves to completion. Critical HOL operational decisions necessary to proceed will be included in the planned EMT presentation meeting.

The Solar system design is in progress for both campuses, including a demonstration system at the main EC front visitor parking lot. The budget has been submitted and will be refined as design is finalized. The solar work is planned for completion by December 017 aligned with the main EC and SC schedules.

The furniture tender closed March 21rst and evaluations completed March 28th. The highest technical scoring Proponent, was also the lowest financial tender, and the tender within budget. The HOL contract was executed the April 11th and a start-up meeting scheduled for April 18th. The procurement was highly successful, specifically the work by the HOL Evaluation team. With the furniture supplier secured, HOL's divisional space and furniture planning strategy and implementation is a critical to launch.

Construction remains concentrated on the EC1 building, with exterior walls, curtainwall, windows, interior masonry and mechanical/electrical distributions. The EC1 watertight date of March 28th reported in last report has been extended to late May due to the late delivery of the main mechanical equipment and a glass quality issue – select glass units delivered to site were rejected by the Design Build team.

EC2 foundations, underground electrical and concrete slabs continue in preparation for masonry and steel. EC3 slab work will commence later this month, and East campus exterior civil works continue. The South Campus has been recommenced with work proceeding on concrete foundation and the remaining tree clearing.

The Design Build team closed the main East Campus (Hunt Club) road improvements (new intersection and HOL access roads) tender this period under the HOL cash allowance budget.

Key Construction Stats:

- 36% complete based on billings ending March 31rst, 2018
- No Lost time accidents over 389 days
- Average manpower on site 65
- +6807m3 of concrete poured to date

The property disposition team remains concentrated on satisfying the due diligence conditions for both Albion and Merivale. [redacted]

Executive Status Report

Facility Renewal Program

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• Continued Construction:
  o EC1 exterior wall / enclosures
  o EC1 Interior partitioning / M&E distributions
  o EC civil work
  o EC2 foundations and slabs on grade
  o SC reopened and foundation/concrete work
• Closed EC road work tender
• Closed HOL furniture tender
• Completed Alumni Focus Meeting
• Wayfinding and Signage design review
• Commissioning draft plan issued
• Operational Change Management and Migration planning advanced – HOL Alumni Focus meeting
• Solar design and program development advanced
	• EC1 exterior enclosure, interior wall framing, mechanical and electrical systems
	• EC2 concrete, block work for single story office;
	• EC3 concrete in washroom area;
	• Completion of millwork tender;
	• Solar design
	• HOL Migration and Policy planning, (continued development)
	• Signage and wayfinding design
	• Commence Control Room technology and console procurements

Significant Risks / Challenges	**Significant Opportunities**
• Unknown Site conditions (South campus - low); • Unapproved cost changes under review (not in forecast) and contingency management to completion; • The South Campus fire protection water holding system may need to increase in capacity anticipated by their design by 3 to 5x due to the height of the warehouse racking systems. This is being assessed by professionals from both Sullivan and verTerra; • HOL program change and integration (operational migration/change management streams) with construction; • HOL policy development (internal timeline risk); • Managing Design Build team cost and quality compliance.	• Integrating Hydro Ottawa's history into the design and branding of the new facilities; • Revised HOL Policy and work processes efficiency gains.

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Executive Status Report

Facility Renewal Program

Budget Status

- 47% complete based on billings ending March 31rst
- $45.6M expended to date including land
- $22.2M on the design build program (36%)
- $5.09M forecast against contingency
- $1.6M contingency remaining (increased from last period due to tender savings).

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions April 15th, 2018 (SIOC)	Current Forecast April 15th, 2018 (SIOC)	Invoiced To Date Mar. 31rst, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ (13,970)	$ 3,712,714	$ 2,640,536	71%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 2,456,593	$ 4,385,201	$ 1,407,010	32%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 3,207,119	$ 61,994,435	$ 22,206,484	36%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (324,756)	$ 1,690,044	$ 17,982	1%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (238,000)	$ 3,787,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (5,086,986)	$ 1,599,606	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,500,000**	**$ 45,603,012**	47%
	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.

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	June -1-018	*Revsied by MSSL*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18		*tendered Mar 018*
EC Solar Array	Jan. 10-19	**Dec-31-018**	*Confirmed by MSSL/OZZ*
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	*100% complete*
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	**Aug 8-018**	*Under review*
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018		
SC Structure Enclosed (Watertight)	Oct. 24-018	**Aug. 9-018**	*Confirmed by MSSL*
SC Solar Array	Jan. 15-019	**Dec-31-018**	*Confirmed by MSSL/OZZ*
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	*Confirmed by MSSL*
HOL Fit-Up (Control Rm /IT) & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
Substantial Completion of DB Contract (EC & EC)	May 2, 2019	**March 18th, 2019**	*Under review*
Final Completion of DB Contract	Jun. 26, 2019	**May 13, 2019**	*Under review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos: East Campus

EC1

EC2

Executive Status Report

Facility Renewal Program

SC – work recommenced the week of April 9th

Executive Status Report

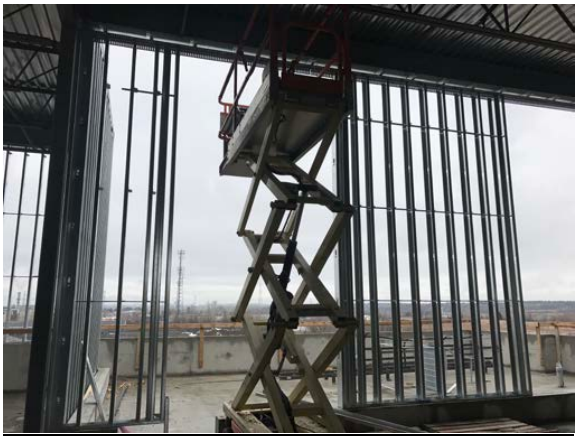
Facility Renewal Program

EC1 Various Interior development photos:

Typical floor (ductwork, fan-coils, cable tray

Level 1 washrooms

4th floor Wall studs



Executive Status Report

Facility Renewal Program

Report #	**16**
Date of Report	**May 15th, 2018**
Report Period	**April 15th to May 15th , 2018**

Executive Summary

The project is ahead schedule and forecasted to be on budget. The substantial completion of the project is scheduled for March 18th, 2019, and Sullivan has confirmed the early occupancy by HOL of EC1 by January 1, 2019 to commence HOL fit-up.

Open design areas in the buildings are now limited to the main EC1 Lobby, EC1/SC fitness areas, signage and wayfinding. A full design presentation to HOL's EMT is scheduled for May 23rd, 2018. HOL Operational Integration and Change Management activities continued this period and will be ramping up as the project moves to completion. HOL operational decisions necessary to proceed will be included in the planned EMT presentation meeting.

The Solar system design and approvals are in progress for both campuses, including a demonstration system at the main EC front visitor parking lot. The budget has been submitted and will be refined as design is finalized. The solar work is planned for completion by December 017 aligned with the main EC and SC completion schedules.

The furniture planning has commenced with the development of workstation, office and collaboration options for the EMT presentation. HOL's divisional space and furniture planning is planned to commence next period. Furniture design must be completed by August 018 to release manufacturing.

The food service RFP draft has been prepared and is scheduled to be released to market in June 2018. Procurements for HOL's System Office consoles, racking systems and logistics (moving) are being developed. HOL is procuring directly the POD technology for the Data Hall.

Construction continues on the EC1 exterior walls, curtainwall, windows, interior masonry and mechanical/electrical distributions. Membrane roofing commenced on EC1 which, when completed, will permit interior drywall and finishes to commence. EC1 is scheduled to be watertight by the end of May, except for the front atrium, which will remain open for access. EC2 office area foundations, underground electrical and concrete slabs are now complete and masonry walls proceeding for steel roof erection. EC3 concrete in the wash areas is also complete and masonry will commence next period. East campus exterior civil works continue with grading of the back property area, and service crossings at the front access road. A small pocket of contaminated fill was encountered at the EC2 transformer base location, but was not significant and resolved with minimal cost. The South Campus concrete foundations in the garage area are completed and pre-engineered steel commenced. Concrete foundations continue for the warehouse areas. Site clearing and grading continues.

Key Construction Stats:

- 41% complete based on billings ending March 31rst, 2018
- No Lost time accidents over 426 days
- Average manpower on site 101 (both sites)
- +7300m3 of concrete poured to date

The property disposition team remains concentrated on satisfying the due diligence conditions for both Albion and Merivale. [redacted]

Executive Status Report

Facility Renewal Program

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• Continued Construction:
  ○ EC1 exterior wall / enclosures / roofing
  ○ EC1 Interior partitioning / M&E distributions
  ○ EC civil work
  ○ EC2 foundations, slabs on grade & masonry
  ○ EC3 interior concrete slabs and masonry
  ○ SC foundation/concrete in garage completed, steel delivered
• Commissioning Start-Up meeting conducted
• Operational Change Management and Migration planning advancing
• Food Service RFP draft prepared
• Solar design and program development advanced
	• EC1 exterior walls complete (except for Atrium)
	• EC2 office area masonry and steel erection
	• EC3 concrete in washroom area
	• SC foundations and pre-engineered steel erection
	• Solar design and approval applications (both sites)
	• HOL Migration and Policy planning, (continued development)
	• Signage and wayfinding design
	• Food Service and Control Room technology and console procurements

Significant Risks / Challenges	**Significant Opportunities**
• Unknown Site conditions; • Unapproved cost changes under review (not in forecast) and contingency management to completion; • The South Campus fire protection water holding system may need to increase in capacity anticipated by their design by 3 to 5x due to the height of the warehouse racking systems. This may also require in-rack sprinkler systems and impact HOL's warehouse operations/use. This is being assessed by professionals from both Sullivan and verTerra; • HOL program change and integration (operational migration/change management streams) with construction; • HOL policy development (internal timeline risk); • Managing Design Build team cost and quality compliance.	• Integrating Hydro Ottawa's history into the design and branding of the new facilities; • Revised HOL Policy and work processes efficiency gains.

HydroOttawa

Executive Status Report

Facility Renewal Program

Budget Status

- 51% complete based on billings ending Aprill 30th, 2018
- $48.8M expended to date including land
- $25.3M on the design build program (41%)
- $5.1M forecast against contingency
- $1.56M contingency remaining

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions May 10th, 2018	Current Forecast April 15th, 2018 (SIOC)	Invoiced To Date April 30th, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ 36,030	$ 3,762,714	$ 2,727,119	72%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 2,406,593	$ 4,335,201	$ 1,407,010	32%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 3,242,119	$ 62,029,435	$ 25,373,784	41%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (324,756)	$ 1,690,044	$ 17,982	1%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (238,000)	$ 3,787,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (5,121,986)	$ 1,564,606	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,500,000**	**$ 48,856,895**	51%
	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.

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	June -1-018	*Revsied by MSSL*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18	Nov-1-018	*tendered Mar 018*
EC Solar Array	Jan. 10-19	**Dec-31-018**	*Design in progress*
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	*100% complete*
EC2 Enclosed (Watertight)	Aug. 8-018		
EC3 Pre-Eng Bldg. Structure	Nov. 13-017	Dec-7-017	*100% complete*
EC3 Enclosed (Watertight)	Dec. 11-017	**Aug 8-018**	*Revised date*
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018		
SC Structure Enclosed (Watertight)	Oct. 24-018	**Aug. 9-018**	*Confirmed by MSSL*
SC Solar Array	Jan. 15-019	**Dec-31-018**	*Design in progress*
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	*Confirmed by MSSL*
HOL Fit-Up (Control Rm /IT) & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
Substantial Completion of DB Contract (EC & EC)	May 2, 2019	**March 18th, 2019**	*Under review*
Final Completion of DB Contract	Jun. 26, 2019	**May 13, 2019**	*Under review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos: East Campus

EC1

EC2

Executive Status Report

Facility Renewal Program

Site Photos: South Campus

Executive Status Report

Facility Renewal Program

Report #	17
Date of Report	June 15th, 2018
Report Period	May 15th to June 15th , 2018

Executive Summary

The project is ahead schedule and forecasted to be on budget. However, contingency management to project completion is imperative. The forecast has been updated to include the recent EC2 and South Campus office and operational revisions and the finalization of all interior room and technology changes. Both campuses are in full construction and all new HOL scope changes will impact construction, be at a premium cost, and reduce construction efficiencies which could delay schedule. The furniture scope of work heading into HOL Neighborhood planning will need to be closely monitored for scope and budget, but also could present cost saving opportunity if smaller workstations mobilized where possible.

On design, both the EC2 and South Campus office and operational area revisions were finalized this week and have released to the construction team. Development of the EC1 Lobby graphic has progressed and concepts will be presented June 25th. Similarly, the EC1/SC fitness area equipment, signage and wayfinding are to be finalized this period. [redacted] Procurement of the Food Service Operator is to be released by the end June, with HOL's System Office consoles immediately following in July. Warehouse racking and shelving systems and migration logistics procurements are being developed. HOL closed the Data Hall POD procurement but the award has not been finalized.

HOL Operational Integration and Change Management activities continued this period. Operational focus meetings with Warehouse, Facilities, Operations, Stations and Metering are scheduled to enable the development of a detailed migration plan and schedule. Office area Neighborhood Space Planning with the Management teams is scheduled to occur this month, with detailed divisional team planning to follow in July. This is a critical phase of the project with the furniture order for manufacturing set for August 018.

The Solar system design continues but the program has realized delays in finalizing critical elements that have impacted both design and regulatory approvals (Hydro CIA and MOE EASR). The team has been directed to close all outstanding requirements by end of June to get these segments back on track. The solar budget forecast is currently over plan, but savings anticipated once design has been finalized. The solar work remains planned for completion by December 017 despite the front end delays.

Construction continues on the EC1 exterior walls, curtainwall, windows, interior masonry and mechanical/electrical distributions. Interior framing is mostly complete on all levels and drywall commenced on levels 1 and 2. EC2 office area steel structure is complete and masonry walls proceeding – interior mechanical, electrical and masonry work on EC2 office area was stopped due to the recent design revisions to mitigate impact costs. Insulated panels for both EC2 and EC3 will commence this period. East campus exterior civil works continues in preparation for internal roads and parking lots. Hunt Club road work will commence later this month in a phased approach to minimize traffic congestion. The South Campus concrete foundations are complete and the pre-engineered steel for the garage also complete, the warehouse steel has commenced. Underground work for interior office and metering areas was stopped to minimize costs while the design of these areas was being revised. Site work and grading continues, and perimeter fencing commenced.

Key Construction Stats:

- 48% complete based on billings ending May 31rst, 2018
- No Lost time accidents over 465 days
- Average manpower on site 125 (both sites)
- +10,568m3 of concrete poured to date

Executive Status Report

Facility Renewal Program

[redacted]

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• Continued Construction:
  ○ EC1 exterior wall / enclosures / roofing
  ○ EC1 Interior partitioning / M&E distributions
  ○ EC civil work
  ○ EC2 masonry (office / storage areas)
  ○ EC2 single storey steel
  ○ SC foundation walls in warehouse
  ○ SC warehouse steel commenced
• EMT design and furniture presentation
• EC2 and SC redesign completed
• Operational Change Management and Migration focus meeting scheduled
• Control Room design and budget finalized
• System Technology review meeting conducted, equipment and budget finalized
• Signage and wayfinding review meeting
• Food Equipment tender (by Sullivan) released
	• EC1 exterior walls completed (except for Atrium)
	• EC2 office area masonry
	• EC2 and EC3 wall panels
	• SC pre-engineered steel erection at warehouse
	• Solar design and approval applications (both sites)
	• Hunt Club road work to commence
	• HOL Operational Migration focus sessions
	• HOL P4 Policy program (continues)
	• Neighborhood planning and divisional furniture designs to commence
	• Fitness Centre equipment to be finalized
	• Signage and wayfinding design to be completed
	• Food Service and Control Room technology and console procurements
	• Albion Rd., severance application to be made to City
	• Merivale conditions to be closed off by purchaser

Significant Risks / Challenges	**Significant Opportunities**
• HOL contingency and change order management to completion; • The South Campus fire protection water holding system may need to increase in capacity anticipated by their design by 3 to 5x due to the height of the warehouse racking systems. • HOL program change and integration (operational migration/change management streams) with construction; • HOL policy development (internal timeline risk); • Managing Design Build team cost and quality compliance. • Unknown Site conditions	• Integrating Hydro Ottawa's history into the design and branding of the new facilities; • Revised HOL Policy and work processes efficiency gains. • Neighborhood planning cost saving potential for smaller workstations.

HydroOttawa

Executive Status Report

Facility Renewal Program

Budget Status

- 55% complete based on billings ending Aprill 30th, 2018
- 53.2M expended to date including land
- $29.8M on the design build program (41%)
- $5.6M forecast against contingency
- $1M contingency remaining

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions May 28th, 2018	Current Forecast May 28th, 2018	Invoiced To Date May 31st, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ 86,030	$ 3,811,794	$ 2,725,602	72%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 2,554,052	$ 4,482,660	$ 1,412,236	32%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 3,603,687	$ 62,391,003	$ 29,758,693	48%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (324,756)	$ 1,690,044	$ 17,982	1%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (238,000)	$ 3,787,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (5,681,013)	$ 1,005,579	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,499,080**	**$ 53,245,514**	55%
	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.

Milestone Schedule & Status			
Activity	**Milestone Date**	**Forecast Completion 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	June -1-018	*Main roof & exterior wall, except Atrim*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18	Nov-1-018	*Work to commence in late June 018*
EC Solar Array	Jan. 10-19	**Dec-31-018**	*Design in progress*
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	*100% complete*
EC2 Enclosed (Watertight)	Aug. 8-018		
EC3 Pre-Eng Bldg. Structure	Nov. 13-017	Dec-7-017	*100% complete*
EC3 Enclosed (Watertight)	Dec. 11-017	**Aug 8-018**	*Revised date*
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018		
SC Structure Enclosed (Watertight)	Oct. 24-018	**Aug. 9-018**	*Under review*
SC Solar Array	Jan. 15-019	**Dec-31-018**	*Design in progress*
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	*Confirmed by MSSL*
HOL Fit-Up (Control Rm /IT) & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
Substantial Completion of DB Contract (EC & EC)	May 2, 2019	**March 18th, 2019**	*Under review*
Final Completion of DB Contract	Jun. 26, 2019	**May 13, 2019**	*Under review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos: East Campus

EC1

Drywall Level 1

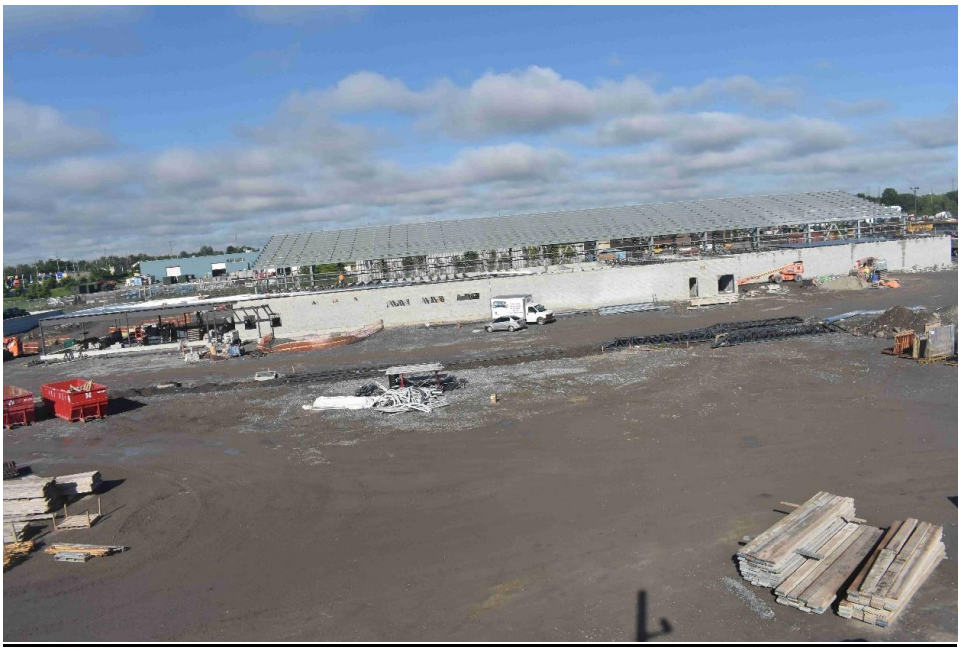
Executive Status Report

Facility Renewal Program

EC2

Executive Status Report

Facility Renewal Program



Site Photos: South Campus

Executive Status Report

Facility Renewal Program

Report #	**18**
Date of Report	**July 15th, 2018**
Report Period	**June 15th to July 15th , 2018**

Executive Summary

The project remains ahead schedule and forecasted to be on budget. However, the EC2 and SC schedules are being revised due the recent design changes directed by HOL. The budget forecast has realized some savings resulting from reductions to projected consulting fees for 2019 and the final cash allowance values for yard lighting and base building signage. Additional savings may result from HOL's decision to standardize most open office workstations to 6'x6", but this will be better known when the final furniture layouts are completed. On changes, Sullivan has requested that HOL and verTerra limit, if not stop all together, further scope changes as there is no longer the ability to absorb within the program schedule.

On design, both the EC2 and South Campus office and operational area revisions had a greater impact to the schedule than previously understood by Sullivan but construction is proceeding. The EC1 Lobby graphic concepts were presented to HOL this period and direction received to advance to final design. The EC1/SC fitness area equipment design was finalized and will be released for tender in August. Interior/Exterior operational signage and wayfinding review is ongoing with a forecasted tender in September. [redacted] HOL IT finalized the order on the Data Hall POD and construction coordination now in progress. Procurement of the Food Service Operator is scheduled for market release by August 3rd, 2018. Warehouse racking and operational shelving systems has also been released for market pricing. The staff and operational migration/logistical procurements are been developed with HOL Supply Chain.

HOL Operational Integration and Change Management activities continued this period. Operational focus meetings with Warehouse, Facilities, Stations and Metering were completed and the development of a detailed migration plan and schedule is ongoing – a final Operational tour and focus session is occurring next week. A mock-up of the main workstations and collaborative areas was installed in the Albion cafeteria for staff feedback. Phase 1 of the Neighborhood furniture planning was completed with all HOL divisions. Phase 2, which will finalize the furniture plans, is scheduled for the week of July 23rd. Completion of the furniture plans by August 1, 2018 is critical to permit cabling distribution in EC1, assess budget and release the furniture order.

All elements of Solar system design have been finalized and final engineered design set for mid-August. Approval submissions were completed for the CIA (Hydro Ottawa) and EASR (MOE) this period and the schedule is back on track. The solar budget forecast remains over plan (+/- 150K), but savings are anticipated, primarily from the civil scope and wiring labour, and a revised budget submission expected by mid-August.

Construction continues on all areas of EC1 exterior and interior; curtainwall at lobby, final brick, roofing, interior drywall partitions, painting and mechanical/electrical distributions, including the main mechanical areas. EC1 main power systems will be in place by next period with permanent power now forecast for September. EC2 office areas were essentially stopped awaiting the design finalization of the interior changes. However, worked proceeded in the EC2 garage area, with drainage systems and wall panel preparation. EC2 garage concrete slabs will be completed this month. Insulated wall panels commenced on EC3, as did drainage systems. Concrete slabs for EC3 will be completed this period. East campus exterior civil works continues in preparation for internal roads and parking lots. Hunt Club road work did not commence, awaiting a Road Cut Permit by the City, but will shortly.

The South Campus pre-engineered steel for the garage and warehouse are now complete and load bearing masonry commenced to permit structural steel of the office area. Underground work for interior office and metering areas was stopped awaiting the revised design but is now recommenced. Various site work such as grading continues, perimeter fencing and temporary power systems advanced. The water well was drilled and tested, with stable water achieved at 180' deep – this is much less depth than anticipated and removes this risk from program.

Sullivan submitted the revised water tank/sprinkler/fire protection calculations to the City and City feedback received

HydroOttawa

Executive Status Report

Facility Renewal Program

– a positive development but more calculations were requested by the Fire Department. Sullivan has ordered water tanks to avoid project delay and in advance of presenting a claim to the HOL. We will continue to monitor this situation closely.

Key Construction Stats:

- 53% complete based on billings ending June 30th, 2018
- No Lost time accidents over 495 days
- Average manpower on site 125 (both sites)
- +/-11,000m3 of concrete poured to date

[redacted]

Major accomplishments since last report	Upcoming major activities (4 week look ahead)
• Continued Construction: o EC1 exterior wall / enclosures / roofing o EC1 Interior partitioning / M&E distributions o EC civil work – light bases, duct-banks, grading, etc. o EC2 parapets, garage drainage and concrete o EC3 wall panels, drainage and concrete o SC garage and warehouse steel completed o SC load bearing masonry o SC various site development work o SC water well drilled and tested o Solar design and approval applications • Furniture mock-up & meeting rm. technology installed in Albion • Phase 1 HOL Neighborhood Furniture planning • EC2 and SC redesign completed • Operational Migration focus sessions completed (except for operations) • Food Equipment tender closed by Sullivan • Control Room Console Tender released • Fitness Equipment design and tender scope developed • Lobby Graphic Design review with HOL	• EC1 exterior walls fully complete (except for construction access points) • EC1 drywall, painting, mechanical /electrical equipment and distributions • EC2 office area masonry to recommence • EC2 and EC3 garage area concrete • EC2 and EC3 exterior wall panels • Hunt Club road work to commence • Phase 2 of Neighborhood planning and final furniture design completed • Signage and wayfinding design to be completed • Lobby Graphic design to be advanced • Control Room console tender award • Food Service and Fitness Equipment procurement to be issued • Albion Rd., severance application to be made to City
Significant Risks / Challenges	**Significant Opportunities**
• HOL contingency and change order management, including trade pricing and schedule impact ; • The South Campus fire protection water holding system risk and claim potential; • HOL program change and integration (operational migration/change management streams) with construction; • Managing Design Build team cost and quality compliance.	• Integrating Hydro Ottawa's history into the design and branding of the new facilities; • Revised HOL Policy and work processes efficiency gains. • Neighborhood planning cost saving potential for smaller workstations.

HydroOttawa

Executive Status Report

Facility Renewal Program

Budget Status

- 74% complete based on billings ending June 30th, 2018
- 55.5M expended to date including land
- $33.08M on the design build program (53%)
- $5.51M forecast against contingency
- $1.174M contingency remaining (a gain of $120K from last period)

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions July 12th, 2018	Current Forecast July 12th, 2018	Invoiced To Date June 30th, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ 56,030	$ 3,781,794	$ 2,800,093	74%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 1,882,683	$ 4,332,131	$ 324,391	7%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 3,709,985	$ 62,497,301	$ 33,038,760	53%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (394,630)	$ 1,620,170	$ 17,982	1%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (263,000)	$ 3,762,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (5,511,908)	$ 1,174,684	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,499,080**	**$ 55,512,226**	58%
	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.

Milestone Schedule & Status			
Activity	**Milestone Date**	**Forecast Completion 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	June -1-018	*Main roof & exterior wall, except Atrim*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18	Nov-1-018	*Work to commence in late June 018*
EC Solar Array	Jan. 10-19	**Dec-31-018**	*Design and approvals in progress*
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	*100% complete*
EC2 Enclosed (Watertight)	Aug. 8-018	**Aug 30th**	*Revised date per MSSL*
EC3 Pre-Eng Bldg. Structure	Nov. 13-017	Dec-7-017	*100% complete*
EC3 Enclosed (Watertight)	Dec. 11-017	**Aug 30th-018**	*Revised date per MSSL*
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018	**Aug 30th-018**	*Inpacted by Design Changes*
SC Structure Enclosed (Watertight)	Oct. 24-018	**Aug 30th-018**	*Inpacted by Design Changes*
SC Solar Array	Jan. 15-019	**Dec-31-018**	*Design and approvals in progress*
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	*Confirmed by MSSL*
HOL Fit-Up (Control Rm /IT) & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
Substantial Completion of DB Contract (EC & EC)	May 2, 2019	**March 18th, 2019**	*SC Under review*
Final Completion of DB Contract	Jun. 26, 2019	**May 13, 2019**	*SC Under review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos: East Campus

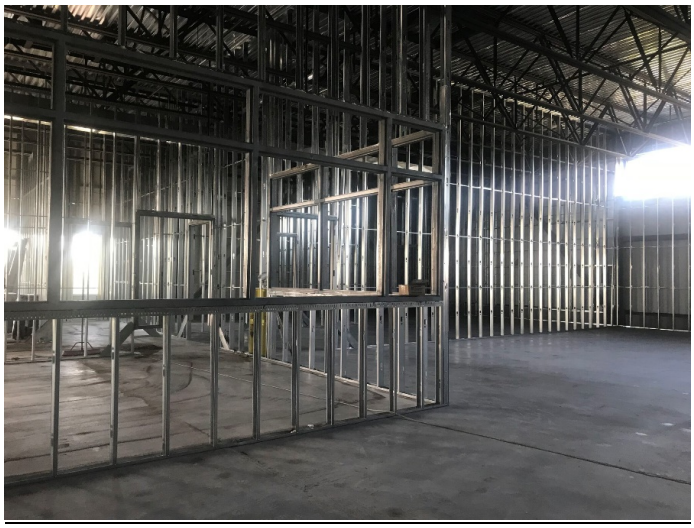
EC1 Hunt Club Elevation

EC1 Lobby Glazing – View to Hunt Club

Executive Status Report

Facility Renewal Program

EC1 Control Room/ICC Framing



EC1 Mechanical Areas (painted)

Executive Status Report

Facility Renewal Program

EC2 from east

Executive Status Report

Facility Renewal Program

EC2 from South (and civil work, parking lot grading, light pole bases)

Site Photos: South Campus

Executive Status Report

Facility Renewal Program

Executive Status Report

Facility Renewal Program

Report #	**19**
Date of Report	**August 15th, 2018**
Report Period	**July 15th to August 15th , 2018**

Executive Summary

The project remains ahead schedule with EC1 planned for turn-over to HOL to commence fit-out January 2nd, 2019. However, the EC2 and SC buildings realized an approximate three week delay due to the interior changes made by HOL. This delay is being assessed by verTerra to determine the impacts on HOL's migration planning. The project is forecasted to be on budget but contingency management remains a management imperative.

Open design and procurements advanced this period; the EC1 lobby graphic design operational signage and wayfinding finalized this period, excluding the selection of the final HOL historic photos which are to be provided this week. The signage and wayfinding work will be procured in September. Design of the warehouse racking and operational shelving continued development with the intent to be finalized and ordered in September. [redacted] The Data Hall POD order was closed by HOL but a major change to the EC1 roof is now required to accommodate a revised HOL POD design. The procurement package for the Food Service Operator has been delayed to resolve scope issues but is close to completion. The procurement package for the EC1 & SC fitness equipment was finalized and will be issued to market this month. The operational migration/logistical tender scope has been drafted for initial review and the tender remains on schedule for release in October. The Solar designs plans for both campus have been finalized, except for minor elements, and Sullivan is preparing and final budget for review on August 22nd. The solar team is awaiting CIA (HOL) and EASR (MOE) approvals but anticipate no issues.

HOL Operational Integration and Change Management activities progressed on all fronts. verTerra developed a comprehensive HOL migration schedule, setting the plan for HOL's migration into the new facilities starting in January 2019. This plan was reviewed with the HOL OPS teams and will continue to be refined with HOL. Phase 2 of the Neighborhood planning, setting all furniture requirements and staff seat locations, was completed this period, with only [redacted] requiring some minor revisions - a major achievement! verTerra is awaiting final sign-offs to finalize the furniture the order but was able to release cabling distribution on the plans developed to maintain schedule. The furniture team will now focus on the cafeteria and various other areas not covered within the neighborhood planning. It is the intent to have all furniture designed and approved by August 31rst.

Construction continues in all areas of EC1 exterior and interior; exterior metal panels at the lobby area, final exterior masonry, interior drywall partitions and mechanical/electrical distributions – flooring will commence next period. EC2 office areas have recommenced and concrete, masonry and exterior wall panels advanced. EC2 garage concrete also will commence this week. EC3 exterior wall panels and preparation for concrete proceeded this period as well. Exterior civil works included grading for internal roads, u/g power and site lighting, and the Hunt Club road work crews mobilized and work commenced.

The South Campus is also in full swing, with the garage and warehouse steel erected, load bearing masonry and one-third of the warehouse concrete slab poured. Underground work for interior office and metering areas advanced in preparation for concrete. Site development work for the parking, exterior yard and solar areas continued.

On the SC sprinkler matter, Sullivan advised that the City and Fire Department are close to finalizing acceptance of Sullivan's 50,000 litre storage proposal (best case) with all technical criteria addressed with the City. Sullivan expects City feedback this week but verTerra feels this may be optimistic.

Key Construction Stats:

- 61% complete based on billings ending June 30th, 2018 (including cash allowances)
- No Lost time accidents over 525 days
- Average manpower on site +110 (both sites)
- +/-11,500m3 of concrete poured to date

Executive Status Report

Facility Renewal Program

[redacted]

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• Continued Construction:
  ○ EC1 exterior wall / enclosures / roofing
  ○ EC1 Interior partitioning / M&E distributions
  ○ EC civil work – light bases, duct-banks, grading, etc.
  ○ EC2 parapets, garage drainage and concrete preparation
  ○ EC3 wall panels, drainage and concrete preparation
  ○ SC load bearing masonry
  ○ SC various site development work
  ○ Solar design
• Phase 2 Neighborhood / Furniture Planning
• Operational Migration Schedule/Plan developed
• HOL Data Hall POD design order released
• EC1 Control Room console tender closed
• EC1/SC Fitness tender prepared
• Signage/Lobby Graphic and Wayfinding scope determined
• EC Private Drainage Agreement issued to adjacent land owners
	• EC1 exterior metal panels
	• EC1 drywall, painting, mechanical /electrical equipment and distributions, flooring
	• EC1 technology cabling and sound masking
	• EC2 masonry and concrete
	• EC3 warehouse concrete
	• EC2 and EC3 exterior wall panels, roof and doors
	• EC site-work and Hunt Club road work
	• SC masonry, office steel and concrete
	• SC site-work
	• Furniture design finalization
	• Signage, wayfinding an Lobby design (for procurement)
	• Food Service and Fitness Equipment procurement to be issued
	• Albion Rd., severance application to be made to City

Significant Risks / Challenges	**Significant Opportunities**
• HOL contingency and change order management, including trade pricing and schedule impacts ; • The South Campus fire protection water holding system risk and claim potential; • HOL program change and integration (operational migration/change management streams) with construction; • Unknown Site conditions (East Campus Hunt Club)	• Integrating Hydro Ottawa's history into the design and branding of the new facilities; • Revised HOL Policy and work processes efficiency gains.

HydroOttawa

Executive Status Report

Facility Renewal Program

Budget Status

- 63% complete based on billings ending July 31rst, 2018
- 60.8M expended to date including land
- $36.5M on the design build program (58%)
- $5.57M forecast against contingency
- $1.12M contingency remaining

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Aug 14th, 2018	Current Forecast Aug 14th, 2018	Invoiced To Date July 31rst, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ 56,030	$ 3,781,794	$ 2,815,107	74%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 1,927,500	$ 4,377,026	$ 2,140,798	49%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 3,724,126	$ 62,511,442	$ 36,523,125	58%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (394,630)	$ 1,620,170	$ 43,285	3%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (263,000)	$ 3,762,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (5,570,944)	$ 1,115,648	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,499,080**	**$ 60,853,315**	63%
	Approved HOL Capital	$ 96,500,000		$ 96,500,000		$ 96,500,000		

Schedule Status

- The project is forecast to be completed ahead of schedule but the EC2 and SC schedules incurred a 3 week delay (under review by verTerra).

Milestone Schedule & Status			
Activity	Milestone Date	Forecast Completion 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	June -1-018	*Main roof & exterior wall, except Atrim*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18	Nov-1-018	*In progress*
EC Solar Array	Jan. 10-19	**Dec-31-018**	*Design finalized*
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	*100% complete*
EC2 Enclosed (Watertight)	Aug. 8-018	**Aug 30th**	*Under Review*
EC3 Pre-Eng Bldg. Structure	Nov. 13-017	Dec-7-017	*100% complete*
EC3 Enclosed (Watertight)	Dec. 11-017	**Aug 30th-018**	*Revised date per MSSL*
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018	**Aug 30th-018**	*Under Review*
SC Structure Enclosed (Watertight)	Oct. 24-018	**Aug 30th-018**	*Under Review*
SC Solar Array	Jan. 15-019	**Dec-31-018**	*Design finalized*
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	*Confirmed by MSSL*
HOL Fit-Up (Control Rm /IT) & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
Substantial Completion of DB Contract (EC & EC)	May 2, 2019	**March 18th, 2019**	*EC2 and SC Under review*
Final Completion of DB Contract	Jun. 26, 2019	**May 13, 2019**	*Under Review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos:

EC1 Hunt Club Elevation

EC1 Rear Elevation at Cafeteria

Executive Status Report

Facility Renewal Program

EC2 (July & August 15th)

Executive Status Report

Facility Renewal Program

EC3:

Executive Status Report

Facility Renewal Program

South Campus - Buildings

South Campus – Site Work

Executive Status Report

Facility Renewal Program

Report #	**20**
Date of Report	**September 17th, 2018**
Report Period	**August 15th to September 15th , 2018**

Executive Summary

The project remains on budget and on schedule. HOL's operational migration sequence has been revised as the construction schedule was impacted by the interior changes made on EC2 and the SC, but migration will remain within overall the planned May 15th, 2019 operational date.

Open design and procurements advanced this period; the EC1 lobby graphic design timelines and photos have been selected and a special team (HOL and verTerra), including the graphic specialist, will be established to complete the work. The signage and wayfinding design for procurement is near completion and will be released for tender under Sullivan this period. The warehouse racking and operational shelving design has been finalized and is being priced for approval [redacted] The technical requirements for the EC1 Data Hall POD and cooling equipment is closed and deliveries being coordinated with the construction team. The RFP for the Food Service Operator was finalized this period and will be released by September 30th. The procurement package for the EC1 & SC fitness equipment closed and will be evaluated this week. A Request for Information (RFI) for operational migration/logistical providers was issued to the market and will be used to select RFP participants. Solar designs and approvals are complete, but the team is exploring alternate foundation designs to reduce costs. The south campus array was reduced to not over generate energy but will offset 100% of the forecasted power demand - the east campus will offset +/- 18% of the power demand. Budget finalization is pending the revised foundation design but is expected to be under budget with the reduction to the south campus system capacity.

HOL Operational Integration and Change Management activities continued on all fronts. Weekly issues calls with the Project Steering Committee Chairs and key managers have been established to track and action "urgent" decisions. Furniture planning for main staff areas is now complete and all other open areas being developed.

Construction continues in all areas of EC1 exterior and interior with a targeted focus on [redacted] Data Hall areas and exterior site and roadway works. Main power for the campus was energized September 12th and all main mechanical equipment is in place. EC2 exterior envelope, masonry, roofing and garage driveway concrete are all progressing. EC3 exterior wall/roof panels and the concrete slabs are complete.

South Campus construction is focused on the remaining structural steel (office area), envelope systems and exterior site work in advance of winter. The revised sprinkler design was approved by City of Ottawa and HOL/Sullivan reached agreement on cost assignment - this risk is now closed. verTerra was advised that the MOE is withholding its environmental approval for the SC based on a subsequent review and a new concern on groundwater impacts from HOL's operations. The team is awaiting MOE review comments and will escalate as required to resolve.

<u>Key Construction Stats:</u>

- 67% complete based on billings ending August 31rst, 2018 (including cash allowances)
- No Lost time accidents over 597 days
- Average manpower on site +/-130 (both sites)
- +/-12,500m3 of concrete poured to date

[redacted]

Executive Status Report

Facility Renewal Program

Report #	**20**
Date of Report	**September 17th, 2018**
Report Period	**August 15th to September 15th , 2018**

Executive Summary

The project remains on budget and on schedule. HOL's operational migration sequence has been revised as the construction schedule was impacted by the interior changes made on EC2 and the SC, but migration will remain within overall the planned May 15th, 2019 operational date.

Open design and procurements advanced this period; the EC1 lobby graphic design timelines and photos have been selected and a special team (HOL and verTerra), including the graphic specialist, will be established to complete the work. The signage and wayfinding design for procurement is near completion and will be released for tender under Sullivan this period. The warehouse racking and operational shelving design has been finalized and is being priced for approval. [redacted] The technical requirements for the EC1 Data Hall POD and cooling equipment is closed and deliveries being coordinated with the construction team. The RFP for the Food Service Operator was finalized this period and will be released by September 30th. The procurement package for the EC1 & SC fitness equipment closed and will be evaluated this week. A Request for Information (RFI) for operational migration/logistical providers was issued to the market and will be used to select RFP participants. [redacted]

HOL Operational Integration and Change Management activities continued on all fronts. Weekly issues calls with the Project Steering Committee Chairs and key managers have been established to track and action "urgent" decisions. Furniture planning for main staff areas is now complete and all other open areas being developed.

Construction continues in all areas of EC1 exterior and interior with a targeted focus on [redacted] Data Hall areas and exterior site and roadway works. Main power for the campus was energized September 12th and all main mechanical equipment is in place. EC2 exterior envelope, masonry, roofing and garage driveway concrete are all progressing. EC3 exterior wall/roof panels and the concrete slabs are complete.

South Campus construction is focused on the remaining structural steel (office area), envelope systems and exterior site work in advance of winter. The revised sprinkler design was approved by City of Ottawa and HOL/Sullivan reached agreement on cost assignment - this risk is now closed. verTerra was advised that the MOE is withholding its environmental approval for the SC based on a subsequent review and a new concern on groundwater impacts from HOL's operations. The team is awaiting MOE review comments and will escalate as required to resolve.

<u>Key Construction Stats:</u>

- 67% complete based on billings ending August 31rst, 2018 (including cash allowances)
- No Lost time accidents over 597 days
- Average manpower on site +/-130 (both sites)
- +/-12,500m3 of concrete poured to date

[redacted]

HydroOttawa

Executive Status Report

Facility Renewal Program

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• Continued Construction:
  o EC1 exterior wall / enclosures / roofing
  o EC1 Interior partitioning / M&E distributions
  o EC1 technology cabling and sound masking system installations commenced
  o EC civil work – light bases, duct-banks, grading, and Hunt Club road works etc.
  o EC2 metal roof, parapets, membrane roof, exterior masonry, M&E distributions and garage concrete
  o EC3 concrete, interior masonry and M&E distributions
  o SC load bearing masonry, underground M&E, concrete, civil works
  o SC revised sprinkler design approved by City
  o Solar design finalized
• Phase 2 Neighborhood / Furniture Planning complete
• Operational Migration planning development
• Fitness tender closed
• Food Services RFP scope developed
• Logistical (move) RFI for operations issued to market
• HOL Data Hall POD and cooling units scheduled for installation
• EC1 Control Room console design revisions complete
• Signage/Lobby Graphic and Wayfinding scope determined – design being finalized
• Albion Rd., severance application approved by City COA
• EC Private Drainage Agreement issued to adjacent land owners
	• EC1 exterior metal panels (delayed)
	• EC1 drywall, painting, mechanical /electrical equipment and distributions, flooring
	• EC1 technology cabling and sound masking- con't
	• EC2 envelope and concrete in garage and office,
	• EC3 warehouse concrete
	• EC site-work and Hunt Club road work
	• SC office steel, masonry, and concrete
	• SC site-work
	• Furniture design order released
	• Signage, wayfinding an Lobby design procured
	• Food Service and Fitness Equipment procurement released

Significant Risks / Challenges	**Significant Opportunities**
• HOL contingency and change order management, including trade pricing and schedule impacts ; • HOL program change and integration and decision making on the operational migration/change management streams with construction;	• Revised HOL Policy and work processes efficiency gains.

HydroOttawa

Executive Status Report

Facility Renewal Program

Budget Status

- 67% complete based on billings ending August 30th, 2018
- $64.4M expended to date including land
- $39.9M on the design build program (64%)
- $6.03M forecast against contingency
- $.657M contingency remaining.

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Aug 23rd, 2018	Current Forecast Sept 15th, 2018	Invoiced To Date Aug 31rst, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ 60,680	$ 3,786,444	$ 2,907,448	77%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 1,962,500	$ 4,412,026	$ 2,140,798	49%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 4,142,914	$ 62,930,230	$ 39,988,677	64%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (394,630)	$ 1,620,170	$ 43,285	3%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (263,000)	$ 3,762,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (6,029,381)	$ 657,211	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,499,080**	**$ 64,411,207**	67%
	Approved HOL Capital	$ 96,500,000		$ 96,500,000		$ 96,500,000		

Schedule Status

- The project is forecast to be completed ahead of schedule but the EC2 and SC schedules incurred a 2-3 week delay but Sullivan has confirmed no change to forecasted substantial completion date.

Milestone Schedule & Status			
Activity	Milestone Date	Forecast Completion 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	June -1-018	*Main roof & exterior wall, except Atrim*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18	Nov-1-018	*In progress*
EC Solar Array	Jan. 10-19	**Dec-31-018**	*Design finalized*
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	*100% complete*
EC2 Enclosed (Watertight)	Aug. 8-018	**October 31rst-018**	***Revised date per MSSL***
EC3 Pre-Eng Bldg. Structure	Nov. 13-017	Dec-7-017	*100% complete*
EC3 Enclosed (Watertight)	Dec. 11-017	**Aug 30th-018**	*Revised date per MSSL*
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018	Aug 30th-018	*complete*
SC Structure Enclosed (Watertight)	Oct. 24-018	**Nov. 30th-018**	***Revised date per MSSL***
SC Solar Array	Jan. 15-019	**Dec-31-018**	***Under Review***
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	*Confirmed by MSSL*
HOL Fit-Up (Control Rm /IT) & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
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**	*Under Review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos:

EC1 Hunt Club Elevation

EC2

Executive Status Report

Facility Renewal Program

EC3: concrete slab poured

Executive Status Report

Facility Renewal Program

South Campus - Buildings

[redacted]

[redacted]

Executive Status Report

Facility Renewal Program

Report #	**21**
Date of Report	**October 15th, 2018**
Report Period	**September 15th to October 15th , 2018**

Executive Summary

The project remains on budget and on schedule. However contingency expenditure last period was significant due to final trade pricing for approved HOL changes higher than forecast and new scope added to plan for IT and operations ie: Data Hall fit-out requirements and racking scope.

Significant progress was made on many HOL fronts last period:

- ✓ The main furniture system designs have been signed off and will be ordered this month.
- ✓ EC1 lobby graphic has been selected, the working team structured and work proceeding.
- ✓ The signage and wayfinding design was completed and with verTerra for procurement.
- ✓ The warehouse and OPS racking scope was finalized and costed, the yard racking systems remain under assessment – main racking will be ordered this period. Note, new racking was not in the original FRP plan as assumption was that external yard racking would be moved from Merivale. To achieve Merivale disposition price, racking was an inclusion for the purchaser.
- ✓ The EC1 POD and condensers are scheduled for site delivery November 5th, and all technical and logistical issues settled. Connections being completed under the design build contract [redacted]
- [redacted]
- ✓ The RFP for the Food Service Operator was finalized and issued to the market.
- ✓ The tender for the EC1 & SC fitness equipment was evaluated and the vendor selected - contract in progress.
- ✓ The Request for Information (RFI) for operational migration/logistical providers closed, but response poor. Alternate strategies to be developed.
- ✓ The solar designs and approvals are complete and budget now under plan with new SC array scale and foundation approach. Ordering of the panels occurred this period.
- ✓ LEED status review confirmed the two campuses will safely achieve LEED GOLD Certification, in fact both facilities are forecast to be only 10 LEED pts., away from LEED Platinum.

HOL Operational Integration and Change Management activities continued with the teams now moving into more detailed migration planning and preparation issues. The HOL migration schedule has been adjusted to commence in February vs January 019 with no planned impact to achieving May 15th, 2019 complete occupancy. The main people moves will occur starting in late April 2019 and occur over 3 weekends and will coincide with the May 15th 2019 milestone. Weekly issues calls with the Project Steering Committee Chairs and key managers have been highly effective as is seen by the work completed this period.

Construction continues in all areas of EC1 exterior and interior with a targeted focus on the fourth floor Control Room, Data Hall areas and exterior site and roadway works. EC2 exterior envelope, masonry, roofing and garage concrete all progressed and interior office area finishing ramped up. EC3 focused on the remaining interior areas and fit-up, the main doors and bridge crane will commence next period. The next two months will see significant development on the East Campus with turn-over for HOL fit-up scheduled for late December.

South Campus construction is also in full swing on all areas, the focus being completing the structural steel, envelope/exterior wall systems and the exterior site work and asphalt in advance of winter. Weather risk is now very real for the project and Sullivan has increased field production and crew shifts (on both sites). The MOE storm water approval risk remains open, but the MOE review is no longer focussing on presence of pressure treated wood poles, but rather design of the stormwater pond. With that update, risk is transferred to Sullivan.

Key Construction Stats:

- ➢ 68% complete based on billings ending September 30th, 2018 (including cash allowances)
- ➢ No Lost time accidents over 639 days

HydroOttawa

Executive Status Report

Facility Renewal Program

- Average manpower on site +/-130 (both sites)
- +14,000m3 of concrete poured to date

[redacted]

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• Continued Construction:
  ○ EC1 exterior walls (metal panels) at the main lobby, cooling tower and loading dock
  ○ EC1 Interior partitioning and painting all levels
  ○ M&E terminations in main equipment rooms
  ○ EC1 technology cable distribution and racking
  ○ EC interior lot site work, curbs, landscape
  ○ EC Hunt Club road work/ intersection
  ○ EC2 garage ramps M&E roof tops and interior distributions
  ○ EC3 concrete, interior masonry and M&E distributions
  ○ SC load bearing masonry, structural steel, roofing, M&E distributions , concrete, civil w
  ○ Solar foundation design – solar panels ordered
  ○ EC1 Building Sign installed
• Fitness tender awarded
• Food Services RFP issued to market
• Logistical (move) RFI for operations closed
• [redacted]
• Racking systems finalized
• Signage/Lobby Graphic and Wayfinding scope in procurement
	• EC1 drywall, painting, mechanical /electrical equipment and distributions, flooring, millwork
	• EC1 4th Control Rm. / Data Hall floor painting, access floor and painting
	• EC1 technology systems
	• EC2 envelope and concrete in garage and office, M&E distributions, drywall
	• EC3 warehouse concrete
	• EC Landscape work and exterior site work near completion
	• EC Hunt Club road work / traffic signalization
	• SC office steel, masonry, and concrete
	• SC site-work
	• Furniture order released
	• Racking order released
	• Signage contracts secured
	• HOL's Data Hall PODS delivered.
	• Solar racking ordering released

Significant Risks / Challenges	**Significant Opportunities**
• HOL contingency and change order management, including trade pricing, schedule impacts • Weather risk and delays to exterior works EC and SC • Compression affect (multiple trades and HOL fit up simultaneously)	• Revised HOL Policy and work processes efficiency gains.

HydroOttawa

Executive Status Report

Facility Renewal Program

Budget Status

- 71% complete based on billings ending September 30th, 2018
- $68.15M expended to date including land
- $43.4M on the design build program (68%)
- $6.3M forecast against contingency
- $.383M contingency remaining (.5% of capital, less land and contingency).

ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Oct. 15th, 2018	Current Forecast Oct 15th, 2018	Invoiced To Date Sept. 30th, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ 80,680	$ 3,807,364	$ 2,972,769	78%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 1,967,500	$ 4,417,026	$ 2,319,523	53%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 4,642,064	$ 63,429,380	$ 43,392,572	68%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (394,630)	$ 1,620,170	$ 139,397	9%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (513,000)	$ 3,512,000	$ -	0%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (6,303,532)	$ 383,060	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,500,000**	**$ 68,155,261**	71%
	Approved HOL Capital	$ 96,500,000		$ 96,500,000		$ 96,500,000		

Schedule Status

- The project is forecast to be completed ahead of the original July 2019 schedule. Current forecast is to have HOL fully operational by May 15th, 2019.

Milestone Schedule & Status			
Activity	**Milestone Date**	**Forecast Completion 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	June -1-018	*Main roof & exterior wall, except Atrim*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18	**Nov. 30th-018**	***Revised date per MSSL***
EC Solar Array	Jan. 10-19	**Dec-31-018**	*Panels Ordered. Testing tbd.*
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	*100% complete*
EC2 Enclosed (Watertight)	Aug. 8-018	**October 31rst-018**	***Revised date per MSSL***
EC3 Pre-Eng Bldg. Structure	Nov. 13-017	Dec-7-017	*100% complete*
EC3 Enclosed (Watertight)	Dec. 11-017	**Nov 1rst. 2018**	*Revised date per MSSL*
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018	Aug 30th-018	*complete*
SC Structure Enclosed (Watertight)	Oct. 24-018	**Nov. 30th-018**	*Panels Ordered. Testing tbd.*
SC Solar Array	Jan. 15-019	**Dec-31-018**	***Under Review***
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	*Confirmed by MSSL*
HOL Fit-Up & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
Substantial Completion of DB Contract (EC & EC)	May 2, 2019	**April 2nd 2018**	***Revsised Date per MSSL***
Final Completion of DB Contract	Jun. 26, 2019	**May 13, 2019**	*Under Review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos:

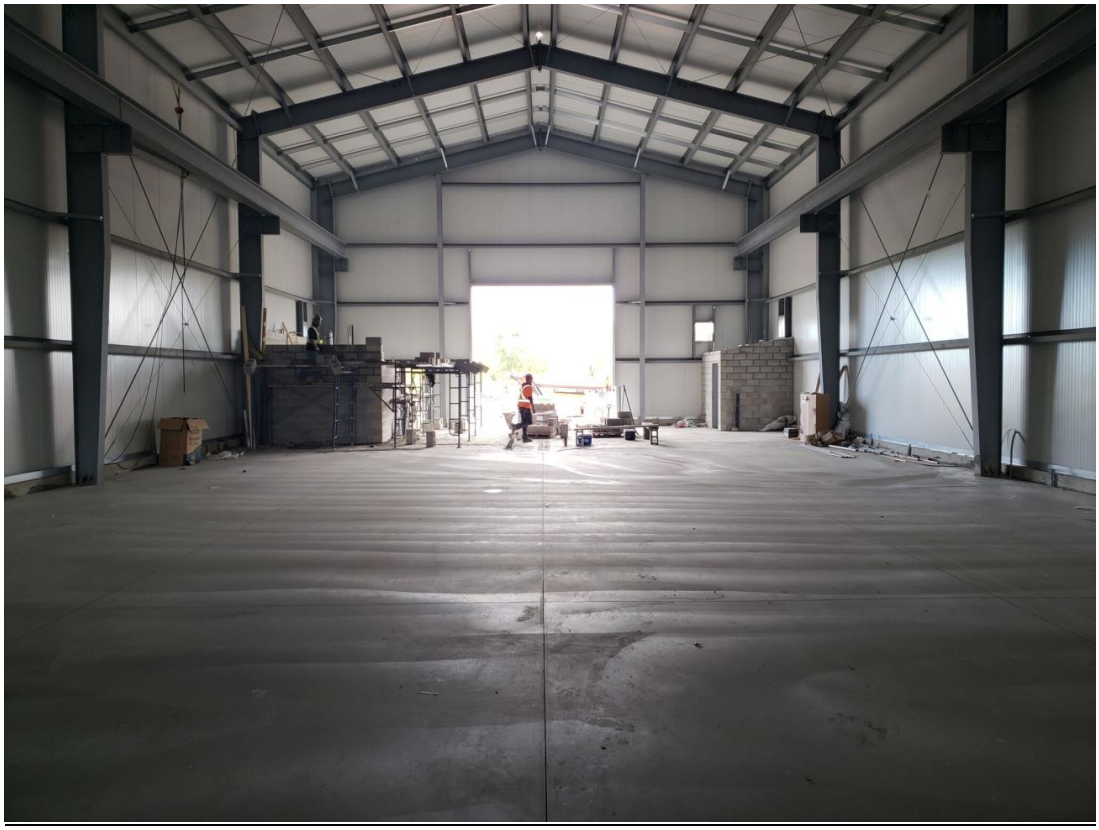
EC1 Hunt Club Elevation

EC2

Executive Status Report

Facility Renewal Program

EC3 (masonry enclosures/ service rooms).



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Executive Status Report

Facility Renewal Program

South Campus – Buildings west elevation

Garage: East elevation

[redacted]

Executive Status Report

Facility Renewal Program

Report #	**22**
Date of Report	**December 15th, 2018**
Report Period	**October 15th to December 15th , 2018**

Executive Summary

The project remains on budget and on schedule. However, the contingency management and cost containment to completion is critical to ensure completion on schedule.

Progress continues over all HOL's operational and change management fronts:

- ✓ Advance furniture orders have been released (Facilities, [redacted] and 3rd floor) – furniture will begin arriving on site December 17th
- ✓ [redacted]
- ✓ EC1 lobby graphic design continues
- ✓ The signage and wayfinding design and manufacturing commenced
- ✓ The warehouse and OPS racking scope and design was finalized and has been ordered
- ✓ The EC1 POD and condensers were delivered, installed and are near completion
- ✓ The RFP for the Food Service Operator closed with 3 proponents and is under evaluation
- ✓ The tender for the EC1 & SC fitness equipment is complete and released for manufacturing
- ✓ The operational/warehouse migration scope of work is being revalidated (cost and schedule) by vendors
- ✓ HOL IT/Cabling/Audio visual and Security system infrastructures continue – the System Office main video wall has been delivered to site.

HOL Operational Integration and Change Management activities continue with the teams now moving into more detailed migration planning and preparation issues. The HOL migration schedule has been adjusted to commence in February vs January 019 with no planned impact to achieving May 15th, 2019 complete occupancy. The main people moves will occur starting in late April 2019 and occur over 3 weekends and will coincide with the May 15th, 2019 milestone. Weekly issues calls with the Project Steering Committee Chairs and key managers continue.

Construction continues in all areas and floors of EC1 exterior and interior with the focus on the [redacted] and ground level facilities office (for advance HOL occupancy). All EC asphalt work was completed and parking lights supplied by HOL installed, concrete sidewalks continue. EC2 exterior works are near completion and the construction is concentrated on the interior finishing and system distributions. EC3 is awaiting final gas hook up to heat and complete the remaining interior works. EC system(s) commissioning commenced and HOL training plans have been developed.

The South Campus construction, and specifically the roofing/envelope systems, have been impacted by the unseasonable cold and wet weather. However, Sullivan was able to complete the asphalt work, and is close to completing the warehouse and garage roof panels. Interior office work has advanced with all wall framing, mechanical electrical distributions near completion. Drywall and ceiling systems will commence shortly. Sullivan and their trades are working overtime and over the holidays to hold to schedule. The MOE issued a draft approval which permits work to proceed, however HOL and verTerra are dealing directly with the Senior MOE staff on several conditions within the draft MOE approval which are deemed unacceptable to HOL.

<u>Key Construction Stats:</u>

- ➢ 80% complete based on billings ending November 30th, 2018 (including cash allowances)
- ➢ No Lost time accidents over 690 days
- ➢ Average manpower on site 100-150 (both sites)
- ➢ +15,000m3 of concrete poured to date

[redacted]

HydroOttawa

Executive Status Report

Facility Renewal Program

[redacted]

Major accomplishments since last report	Upcoming major activities (4 week look ahead)

• Continued Construction:
  ○ EC1 drywall, ceilings, painting, flooring, millwork, and interior glazing systems
  ○ M&E main plant rooms near completion – heating system running for temp. heat
  ○ EC1 POD and UPS installation commenced
  ○ EC1 technology infrastructures and equipment (all levels)
  ○ [redacted]
  ○ HOL dark fiber tested
  ○ EC sidewalks, curbs and asphalt
  ○ EC Hunt Club road work/ intersection
  ○ EC2 office finishing
  ○ EC3 finishing/trims
  ○ SC roof panels, membrane roofing, M&E distributions , office wall framing, asphalt and concrete sidewalks
  ○ SC Solar foundation commenced
• Furniture systems ordered (levels 0, 3 and 4)
• Fitness equipment ordered
• OPS/Warehouse racking systems ordered
• Food Services tender closed and evaluation commenced
• Operational Logistical (moving) reassessed
• Signage/Lobby Graphic and Wayfinding in design and production
	• HOL furniture fit-up of 4th floor system office and facilities offices
	• EC1 drywall, ceiling tiles, painting, mechanical /electrical equipment and distributions, flooring, millwork and speciality items
	• EC emergency power system commissioning
	• [redacted]
	• EC1 Data Hall commissioning
	• EC1 technology systems
	• EC2 envelope and concrete in garage, office drywall/ceiling and M&E distributions
	• SC envelope and concrete in garage and office drywall/ceiling , M&E distributions
	• SC site-works (sidewalks, pump house)
	• SC solar foundations complete and racking commencing
	• Furniture orders continuing
	• HOL advance occupancy (Facilities and IT staff)
	• EC1 commissioning

Significant Risks / Challenges	**Significant Opportunities**
• HOL contingency and change order management, specifically with continued staff engagement activities planned for 2019; • Weather risk for South Campus roofing • Compression affect (multiple trades and HOL fit up simultaneously) • HOL occupancy readiness (systems integration, processes/policies and staff focus).	• Revised HOL Policy and work processes efficiency gains.

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Executive Status Report

Facility Renewal Program

Budget Status

- 80% complete based on billings ending September 30th, 2018
- $77M expended to date including land
- $51.1M on the design build program (80%)
- $6.1M forecast against contingency to date
- $.584M (less than 1%) contingency remaining to complete

Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Dec 10th, 2018	Revised Forecast Dec. 10th, 2018	Invoiced To Date Nov. 30th, 2018	% Complete
	Land	$ 19,331,000	$ -	$ 19,331,000	$ -	$ 19,331,000	$ 19,331,000	100%
	Professional Fees	$ 2,554,058	$ 1,172,626	$ 3,726,684	$ (869,321)	$ 2,857,364	$ 3,007,431	105%
	HOL Program Changes/Reallocations	$ -	$ 1,928,608	$ 1,928,608	$ 2,467,500	$ 4,795,740	$ 2,569,795	54%
	Design Build Costs	$ 58,742,825	$ 44,491	$ 58,787,316	$ 5,073,899	$ 63,861,215	$ 51,122,807	80%
	Cash Allowances	$ 5,690,600	$ (3,675,800)	$ 2,014,800	$ (394,630)	$ 1,620,170	$ 964,419	60%
	FF&E / Migration	$ 4,200,000	$ (175,000)	$ 4,025,000	$ (575,000)	$ 3,450,000	$ 32,000	1%
	HOL Contingency	$ 5,300,000	$ 1,386,592	$ 6,686,592	$ (6,102,080)	$ 584,512	$ -	0%
	Totals	**$ 95,818,483**	$ 681,517	**$ 96,500,000**		**$ 96,500,000**	**$ 77,027,452**	80%
	Approved HOL Capital	$ 96,500,000		$ 96,500,000		$ 96,500,000		

Schedule Status

- The project is forecast to be completed ahead of the original July 2019 schedule. Current forecast is to have HOL fully operational by May 15th, 2019.

Milestone Schedule & Status			
Activity	Milestone Date	Forecast Completion 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	June -1-018	*Main roof & exterior wall, except Atrim*
EC Hunt Cub Rd. & Access Rd improvements	Sept 7-18	**Nov. 30th-018**	Complete
EC Solar Array	Jan. 10-19	**March 019**	equipment procured
EC2 Pre-Eng Garage Structure	Nov.2-017	Jan 31 018	100% complete
EC2 Enclosed (Watertight)	Aug. 8-018	**October 31rst-018**	100% complete
EC3 Pre-Eng Bldg. Structure	Nov. 13-017	Dec-7-017	100% complete
EC3 Enclosed (Watertight)	Dec. 11-017	**Nov 1rst. 2018**	100% complete
SC Structure (Pre-Eng & Structural Steel)	Aug. 10-018	Aug 30th-018	100% complete
SC Structure Enclosed (Watertight)	Oct. 24-018	**Dec. 19th 2018**	***Revised date per MSSL***
SC Solar Array	Jan. 15-019	**Mar-19**	***Revised date per MSSL***
East Campus Early Occupancy	Jan. 2019	**Jan. 2, 2019**	
HOL Fit-Up & Migration	Jan-June-019	**January to May 15th 2019**	*VTC schedule*
Substantial Completion of DB Contract (EC & EC)	May 2, 2019	**April 8th 2018**	***Revsised Date per MSSL***
Final Completion of DB Contract	Jun. 26, 2019	**June 8th 2019**	*Under Review*
HOL Operational	Jul. 2, 2019	**May 15th, 2019**	*Planned Date*

Executive Status Report

Facility Renewal Program

Site Photos:

EC1 Hunt Club Elevation

EC2 ***(parking lot asphalt and light standards complete)***

Executive Status Report

Facility Renewal Program

EC1 HOL Data Hall POD

EC1 Polished Concrete in Kitchenettes

Executive Status Report

Facility Renewal Program

EC1 Main Kitchen Walk-In Freezers

EC1 Washroom floor/wall tile

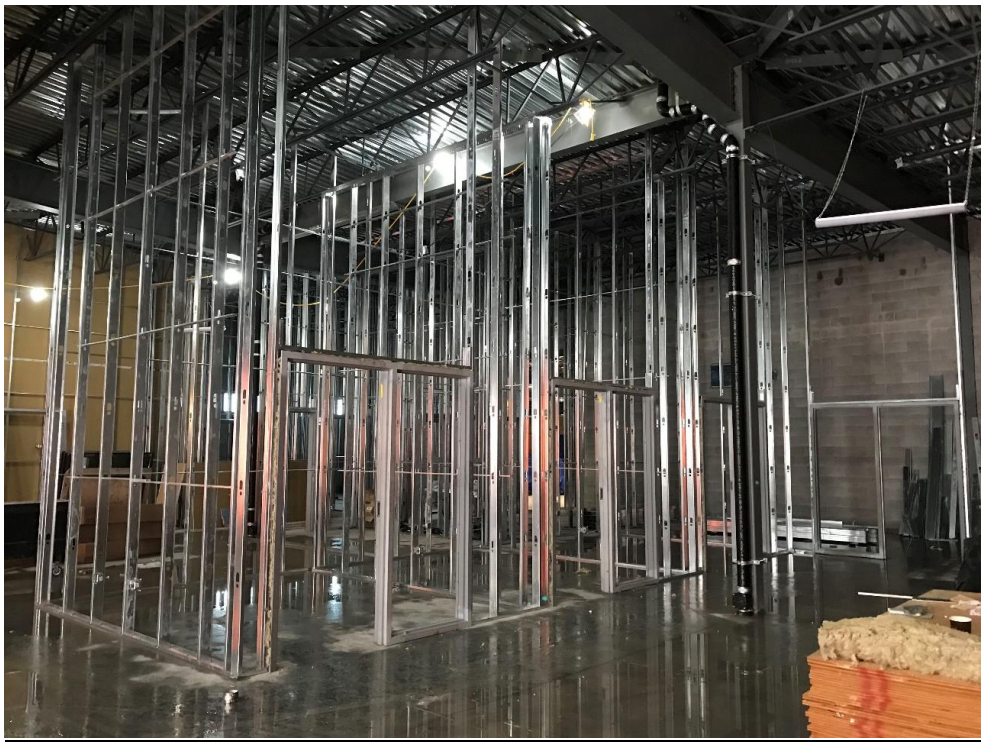
Executive Status Report

Facility Renewal Program

South Campus – Buildings west elevation

SC East road asphalt base coat

Executive Status Report

Facility Renewal Program

SC Office Area wall framing: