

Annex A



> FACILITIES RENEWAL PROGRAM STRATEGIC INITIATIVES OVERSIGHT COMMITTEE

April 4th, 2018





> DESIGN BUILD UPDATE

Status Update

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

Budget

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

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

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

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

Budget – Contingency Risk Assessment

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

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

Key Risks and Mitigations

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

Migration Strategy

Phase 1: January-March 2019

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

Phase 2: February – April 2019

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

Phase 3: March –May 15 2019

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

Site Fly Thru – East Campus

Note, video be inserted at meeting

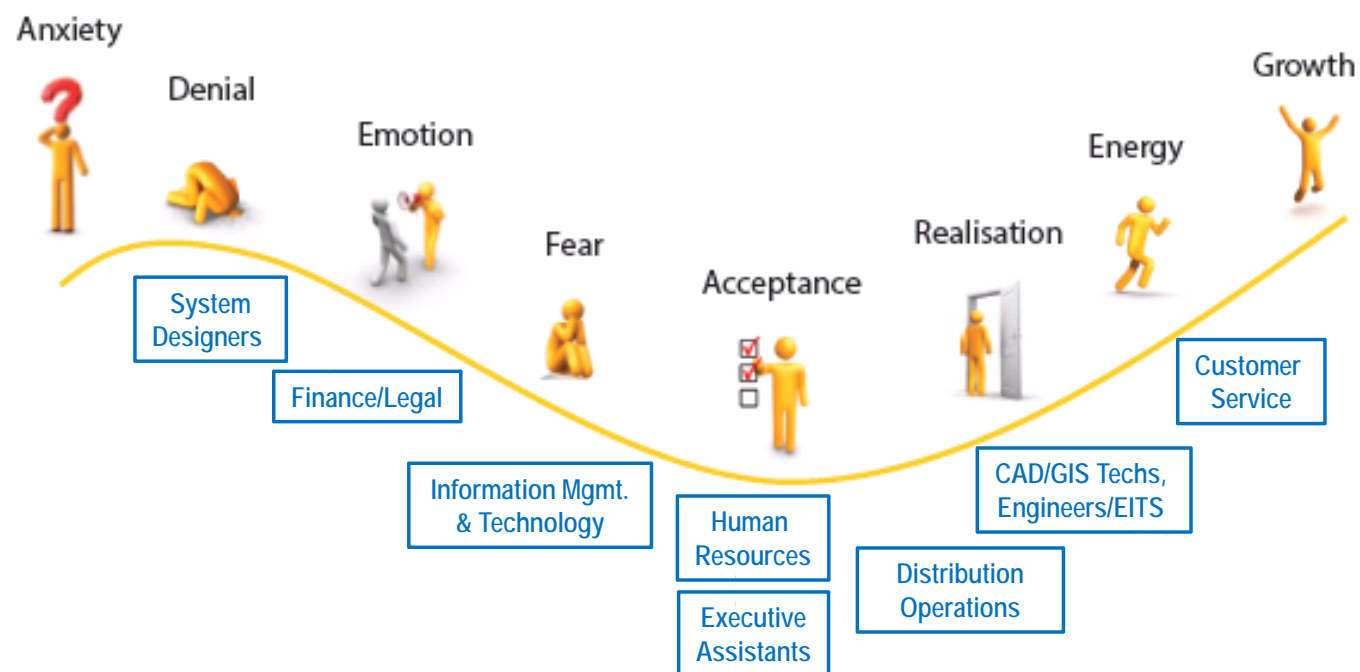
Next Quarter Look Ahead

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



> CHANGE MANAGEMENT

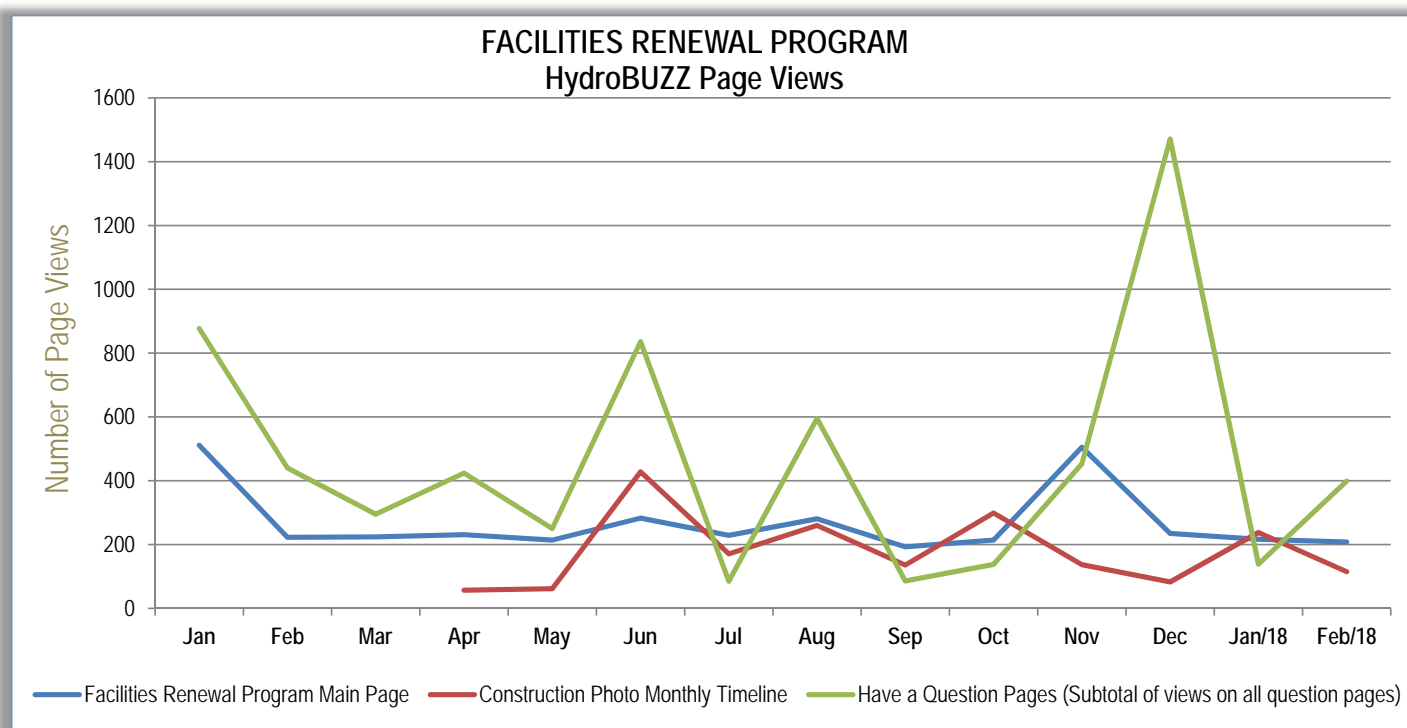
The Change Curve – Where we were in Summer 2017



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

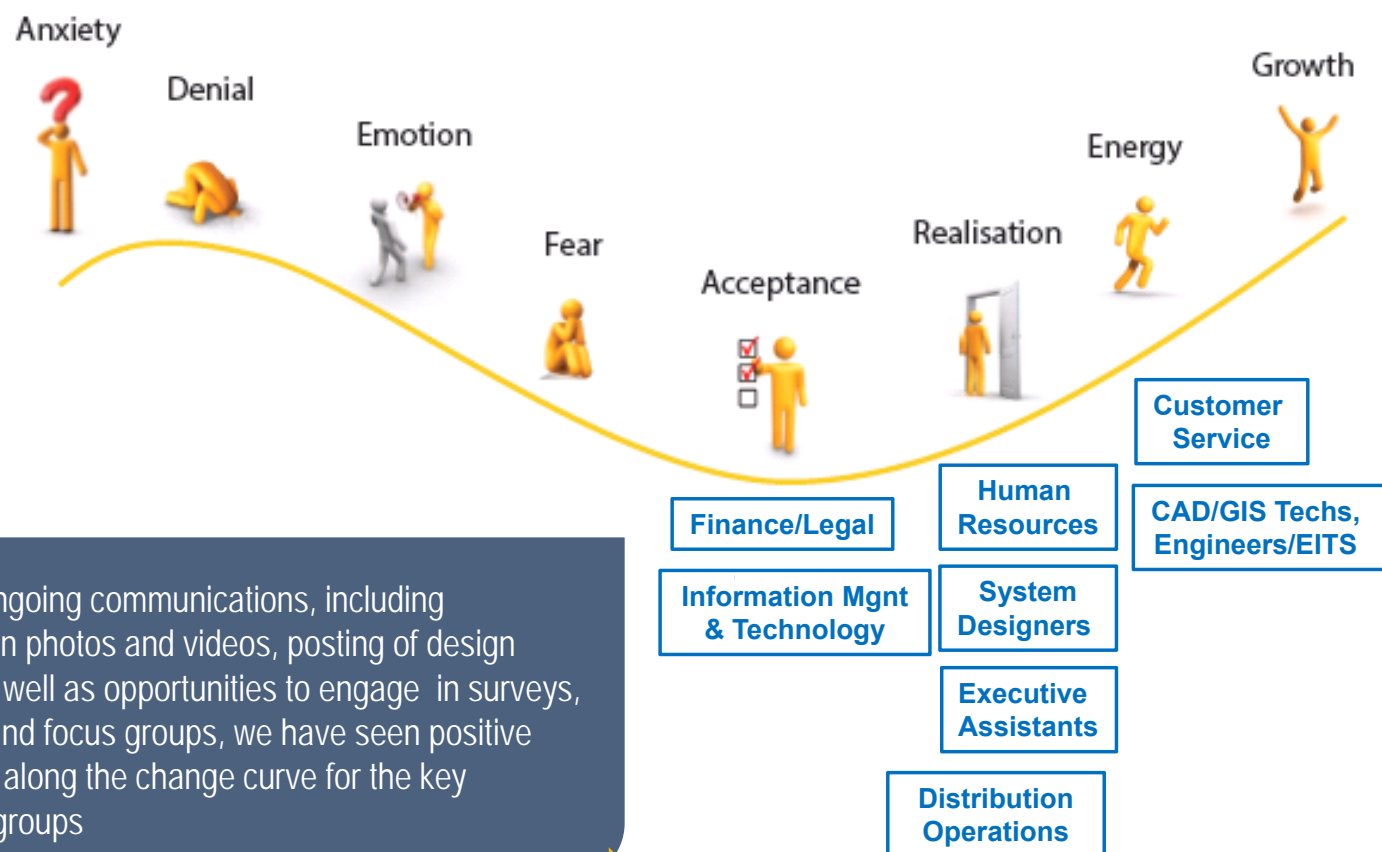
- Posted weekly construction photo updates on the Facilities Renewal Program page on HydroBUZZ (our Intranet)
- Posted drone footage videos highlighting construction progress
- Held an information booth at the Employee Forum and Recognition Event including large visual display images and stacking and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

How employees are keeping informed and engaging



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

The Change Curve – Where we are now



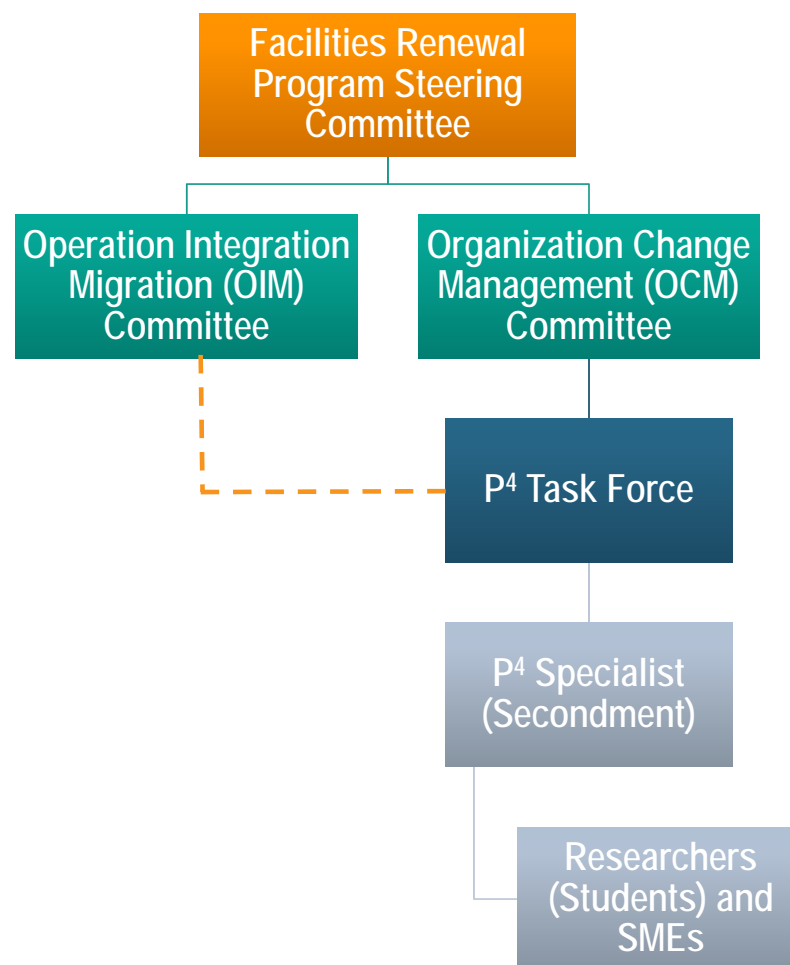
Through ongoing communications, including construction photos and videos, posting of design boards, as well as opportunities to engage in surveys, site visits and focus groups, we have seen positive movement along the change curve for the key functional groups

What are we doing next?

- Management information session
- Launch of Guiding Principles, in alignment with Strategic Direction, to support communications and decision making over the year leading up to the move – Collaboration, Innovation, Health and Wellbeing
- Inclusion of front-line employees in RFP evaluation teams
 - Furniture
 - Food Services
- Alumni room focus group
- Furniture and IT mock ups/demos – workstations + kit of parts, collaboration spaces, meeting rooms, etc.
- Neighbourhood planning sessions with divisional leadership teams
- Fitness and wellness focus groups
- Meeting room and shared spaces naming convention surveys
- Time capsule program
- Launch of P⁴ Project and Task Force – policy, procedure, processes and practice review (see next slide)

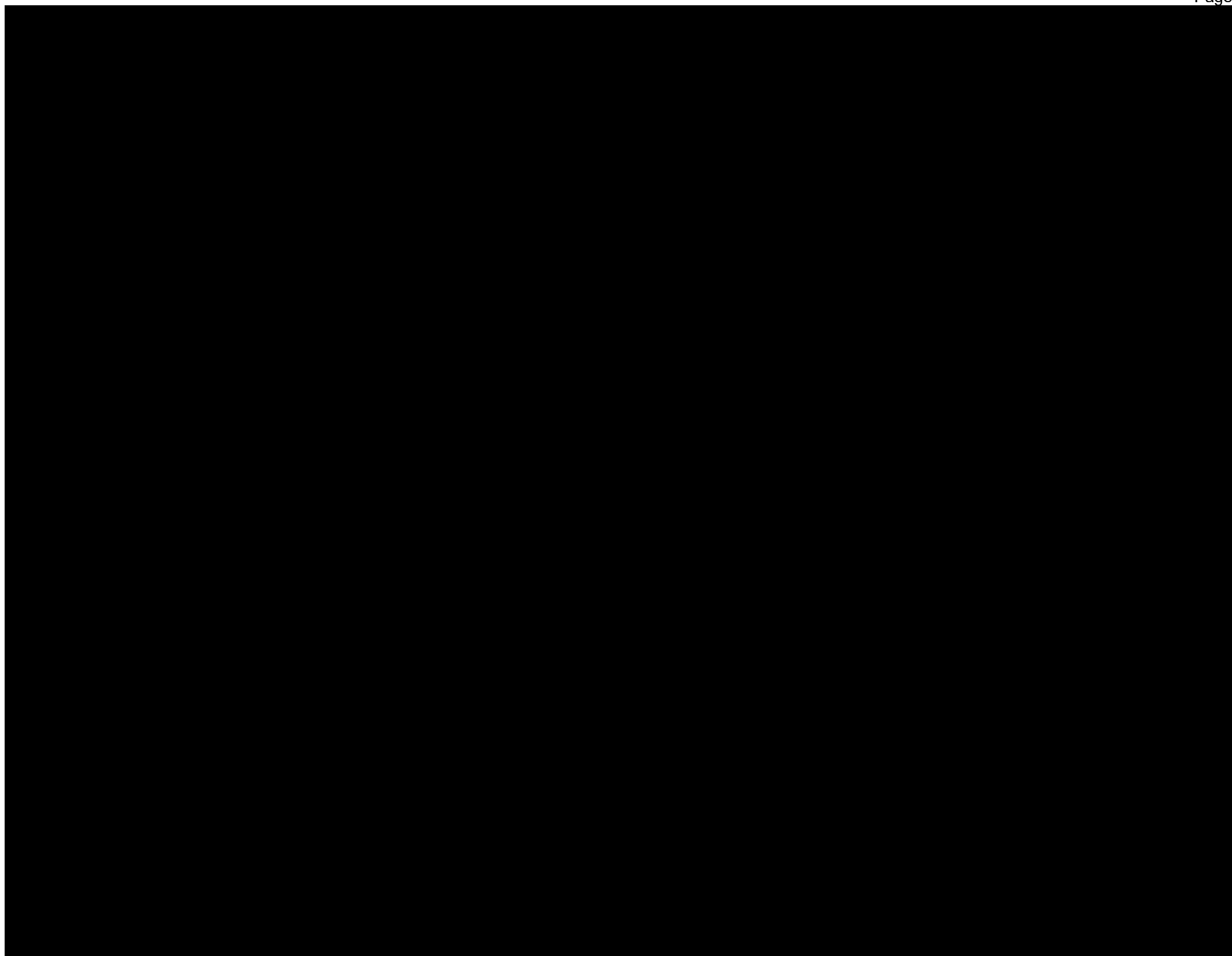
P⁴ Project and Task Force

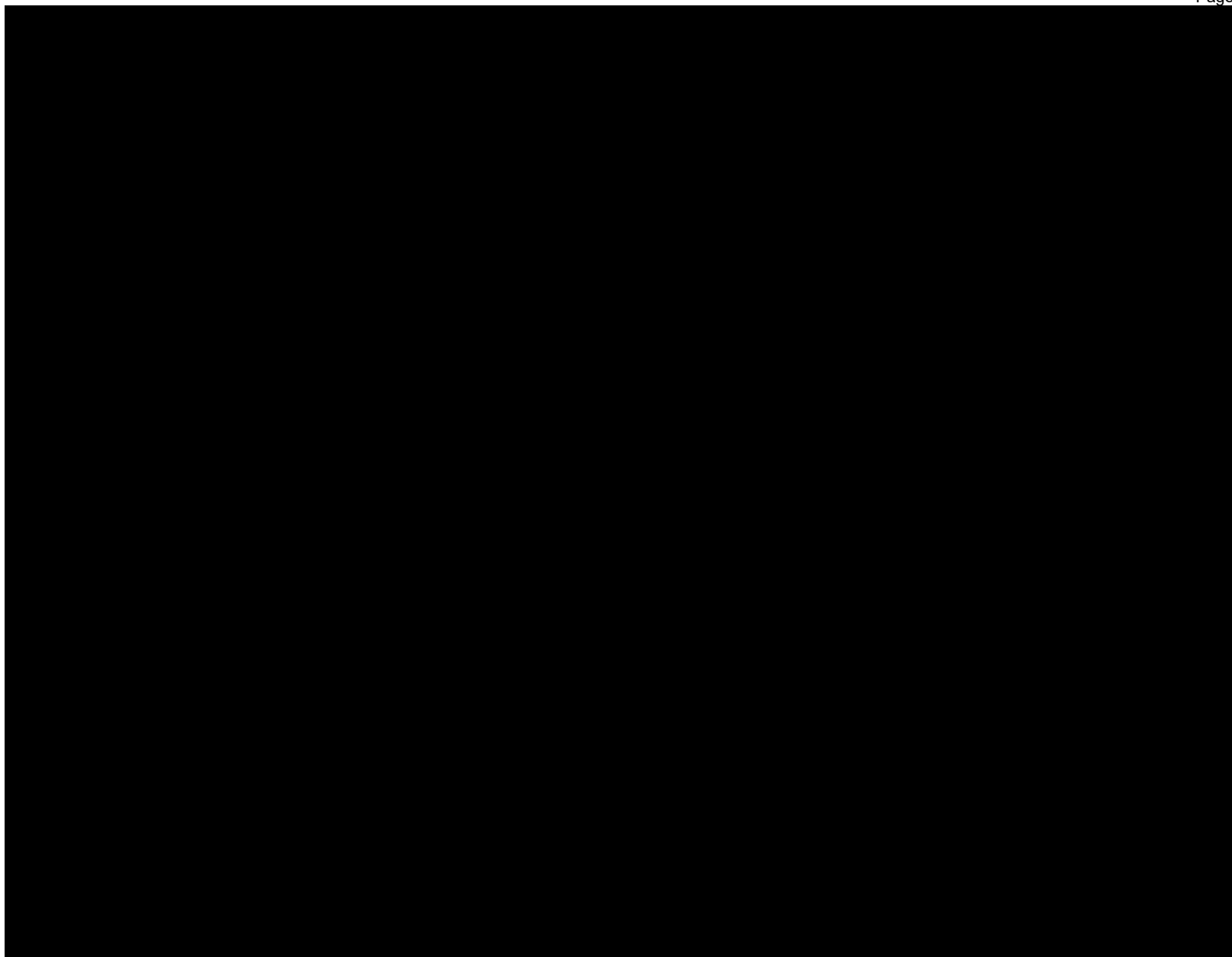
- 11 month project to review, revise or create policies, procedures, processes, practices, etc. to ensure we maximize the efficiencies and adopt the new ways of working and guiding principles for our new facilities
- To date, a brainstorming session with the OIM and OCM Committee members has been held to initially identify and categorize the changes required as follows:
 - Compliance
 - Emergency Conditions/Emergency Response
 - Operational
 - Accommodation
- P⁴ Task Force is being established and staffed, to be lead by the Manager, Organizational Change & Culture with representatives from:
 - Facilities
 - Operations
 - Human Resources
 - Health, Safety and Environment
 - IM & IT

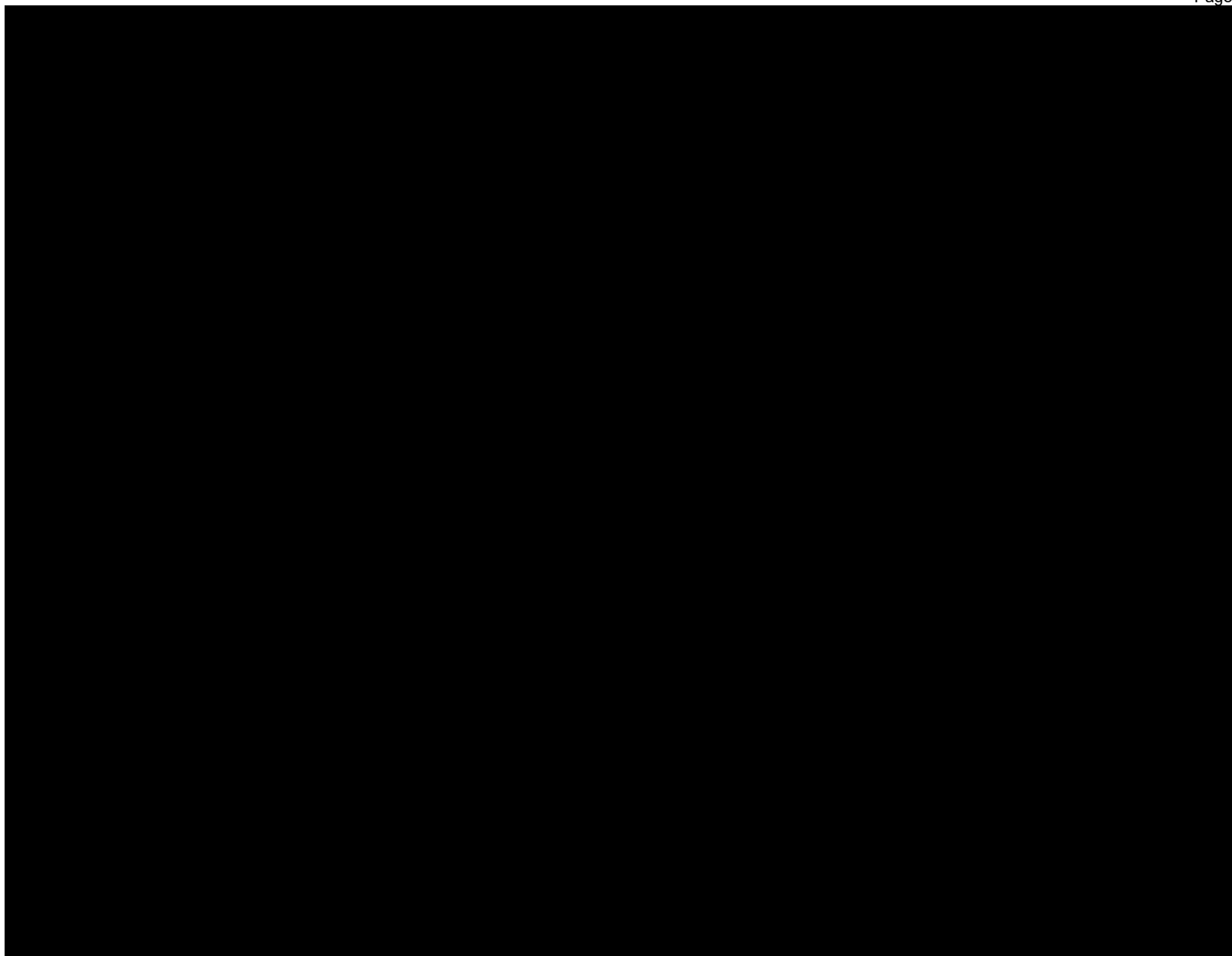




> PROPERTY DISPOSITION: ALBION ROAD







Annex "A"



> FACILITIES RENEWAL PROGRAM

Strategic Initiatives Oversight Committee

September 13, 2018

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> DESIGN BUILD UPDATE

Site Fly Thru – East and South Campuses

To be uploaded at the meeting

Status Update

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

Status Update

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

Budget

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

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	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000	\$ 19,331,000	100%
	Professional Fees	\$ 2,554,058	\$ 1,172,626	\$ 3,726,684	\$ 56,030	\$ 3,781,794	\$ 2,815,107	74%
	HOL Program Changes/Reallocations	\$ -	\$ 1,928,608	\$ 1,928,608	\$ 1,962,500	\$ 4,412,026	\$ 2,140,798	49%
	Design Build Costs	\$ 58,742,825	\$ 44,491	\$ 58,787,316	\$ 4,337,126	\$ 63,124,442	\$ 36,523,125	58%
	Cash Allowances	\$ 5,690,600	\$ (3,675,800)	\$ 2,014,800	\$ (394,630)	\$ 1,620,170	\$ 43,285	3%
	FF&E / Migration	\$ 4,200,000	\$ (175,000)	\$ 4,025,000	\$ (263,000)	\$ 3,762,000	\$ -	0%
	HOL Contingency	\$ 5,300,000	\$ 1,386,592	\$ 6,686,592	\$ (6,218,944)	\$ 467,648	\$ -	0%
	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		

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

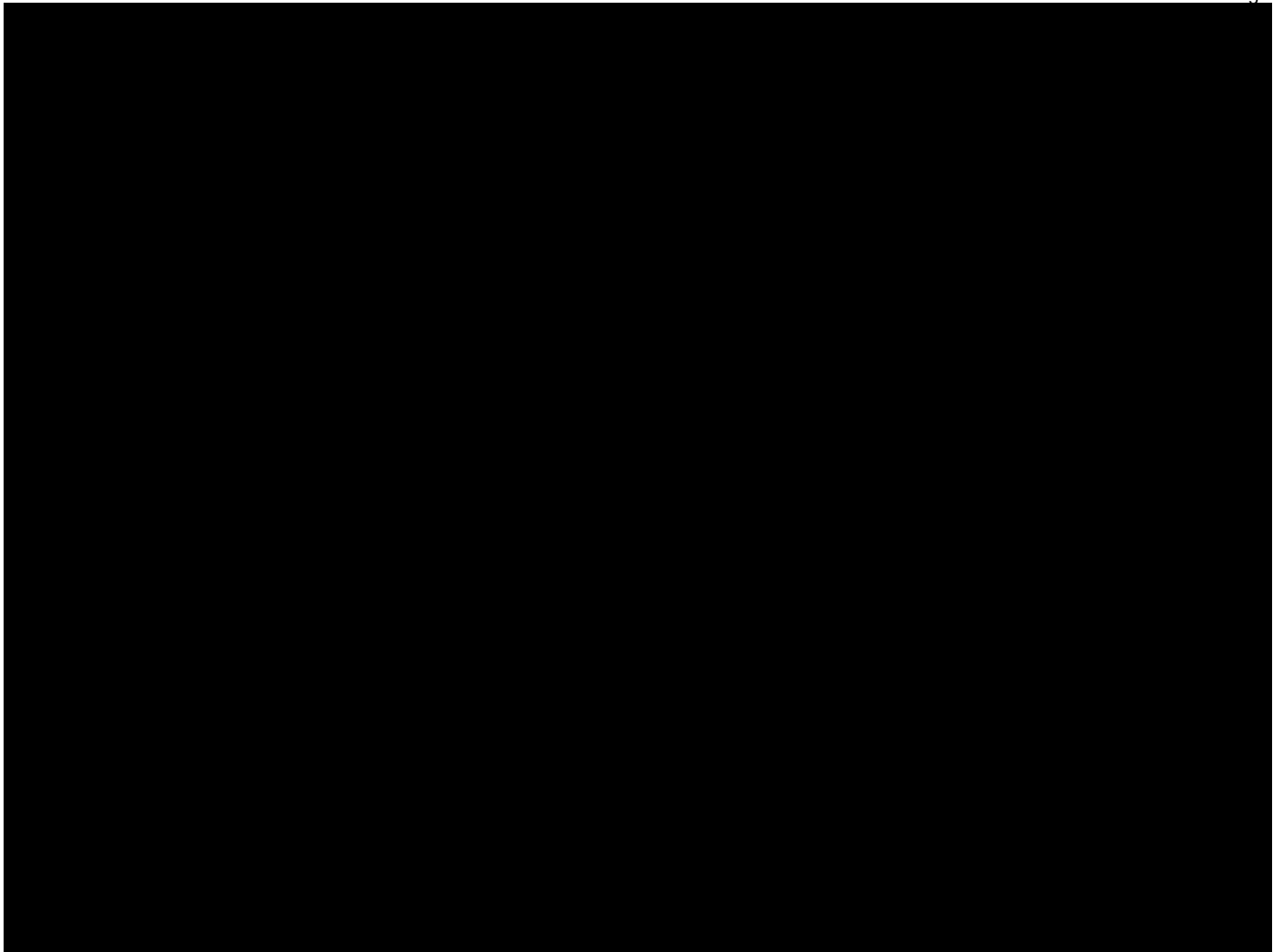
Change Categorization					
Site Condition / Unforeseen requirement	Regulatory Approval Change	RFP Design Development / Scope Gap	HOL Operational / Safety Improvement	HOL Technology / Operational Security	Total
\$ 495,901	\$ 1,940,251	\$ 1,359,600	\$ 1,524,652	\$ 1,514,643	\$ 6,835,046
7.3%	28.4%	19.9%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

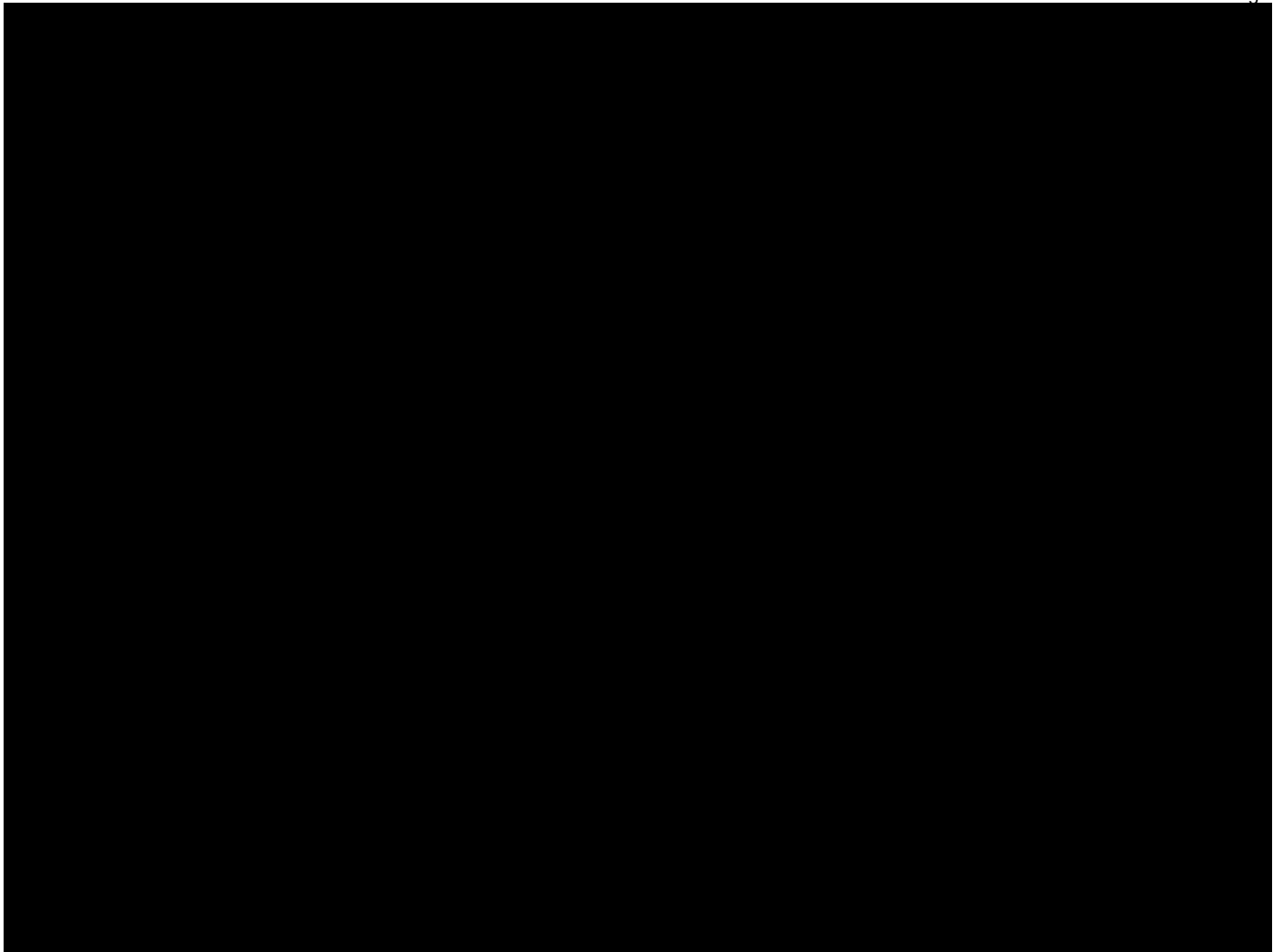
Contingency Management

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

Key Risks and Mitigations

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





Next Quarter Look Ahead

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



> CHANGE ENGAGEMENT



> GUIDING PRINCIPLES AND COMMUNICATIONS PLAN

From Key Drivers... To Three Guiding Principles



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

The Three Guiding Principles



COLLABORATION

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

HEALTH + WELLBEING

A safe, healthy, and sustainable workplace that supports the wellbeing of employees and the environment.

INNOVATION

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

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

TAGLINE



Inspired by the three guiding principals,

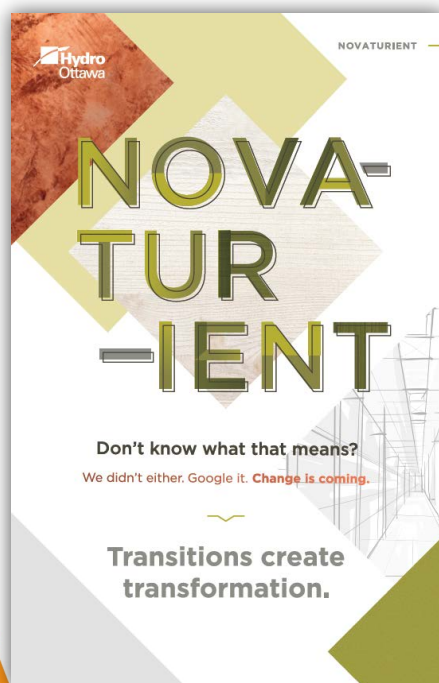
‘Transitions create transformation’

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

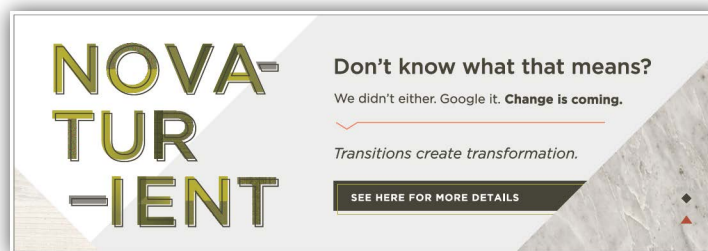
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Guiding Principles – Launch Assets

Intranet Banner



Posters



Video

Communications Plan

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

HydroOttawa Employee CONNECT

SPECIAL EDITION

FACILITIES RENEWAL PROGRAM

Announcements

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

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

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

UNDER CONSTRUCTION COMING SOON

Facilities Renewal Program

COUNTDOWN TO MOVE

258 : 10 : 54
 DAYS HOURS MINUTES

Facilities Renewal Program Blogs

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

Information Management
 As I mentioned in my [previous message](#), the Technology Plan for our new facilities is focused on modernizing our...

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

Communications Plan — EMT Blog Posts

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

Communications Plan — EMT Blog Posts

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

Communications Plan — EMT Blog Post Views

Bryce's Message



848
Views

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

Furniture Demonstration

406
Views

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



Furniture Demonstration Follow Up

518
Views

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

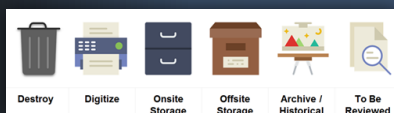
Meeting Room Technology Demonstration

293
Views

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



Information Management



345
Views

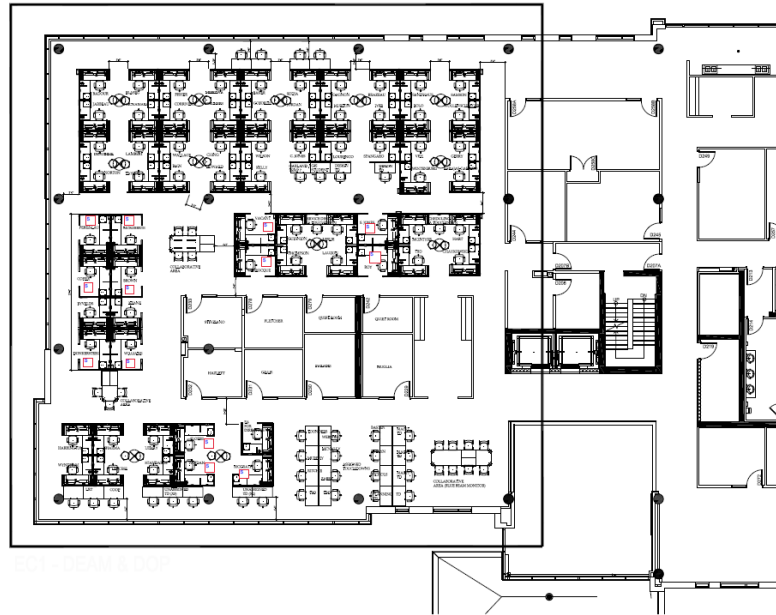
- Posted on July 20, 2018
- Introduces Information Management strategy designed to support Technology Plan





> NEIGHBOURHOOD PLANNING

Neighbourhood Planning – Design Principles



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

Neighbourhood Planning – Process

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

Neighbourhood Planning – Ground Rules

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

Work Stations – Employees/Supervisors



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

Workstation Options – Selected by Employees:

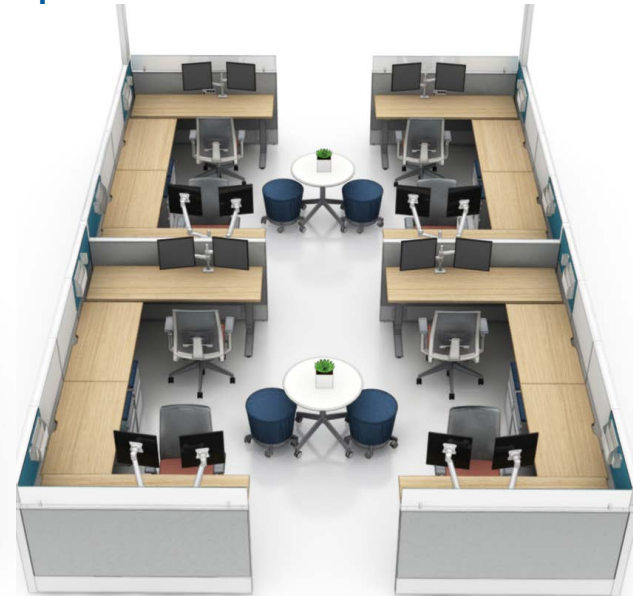
- Double panel whiteboard or single panel whiteboard and single panel slat wall
- Cushion top on storage cube to pull out for additional seating



Work Stations – Configuration Options



Cubicle Configuration



Pod Configuration

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

Work Stations – Touchdown Stations



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

On-floor Filing/Storage and Collaboration Spaces



Offices



Collaboration Spaces



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

Quiet Rooms



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

Meeting Rooms



Large Meeting Room (18 – 20)



Large Meeting Room (18 – 20)



Medium Meeting Room (8 – 10)



Small Meeting Room (6 – 8)

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

Furniture Demonstration

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





> HEALTH AND WELLNESS

Multi-faith Room



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

Gym at Main Office



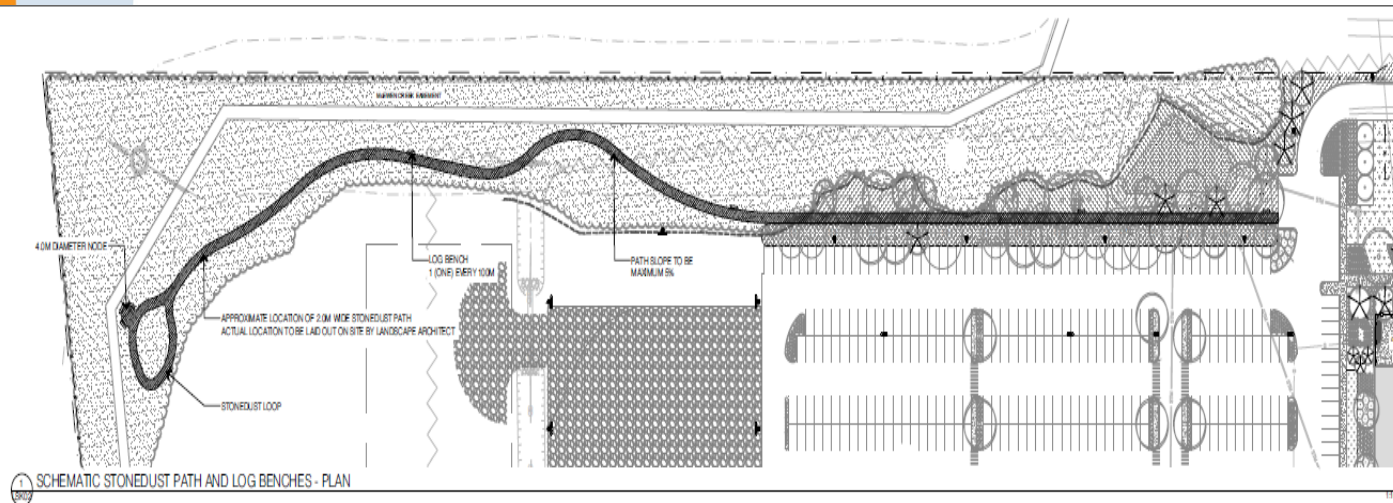
- Gym equipment selection based on Fitness and Wellness Survey feedback. An RFP is currently underway for the procurement of the equipment. In the fall, focus groups will be held to determine programming for the adjacent fitness studio. The gym and fitness studio look out to the exterior sunken garden.

Sunken Garden at Main Office



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

Walking Path at Main Office



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



> WAYFINDING, SIGNAGE AND NAMING CONVENTIONS

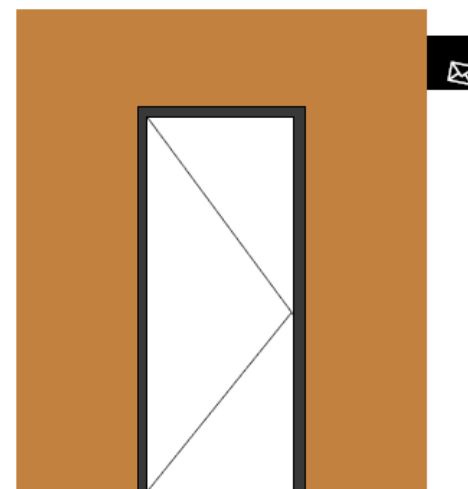
Signage and Wayfinding

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

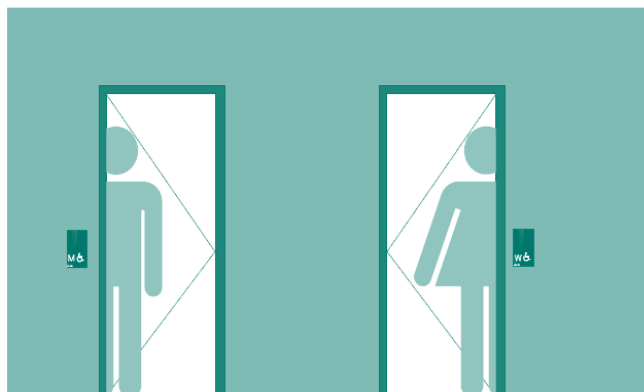
Signage and Wayfinding – General Icons



Where possible, use
 icons instead of
 words for signage.



Signage and Wayfinding – Washroom Signage



Element of fun added
to the facilities through
signage.



Braille required

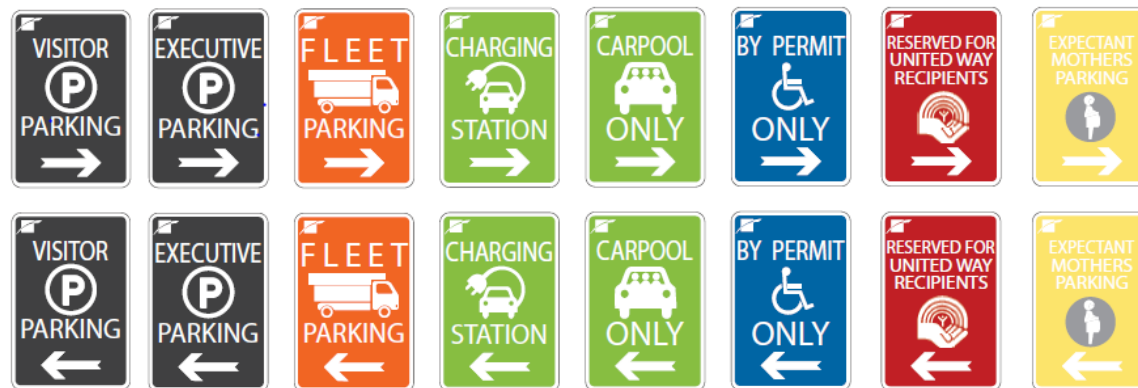
Signage and Wayfinding – Meeting Rooms



Signage on glass to
leverage space.

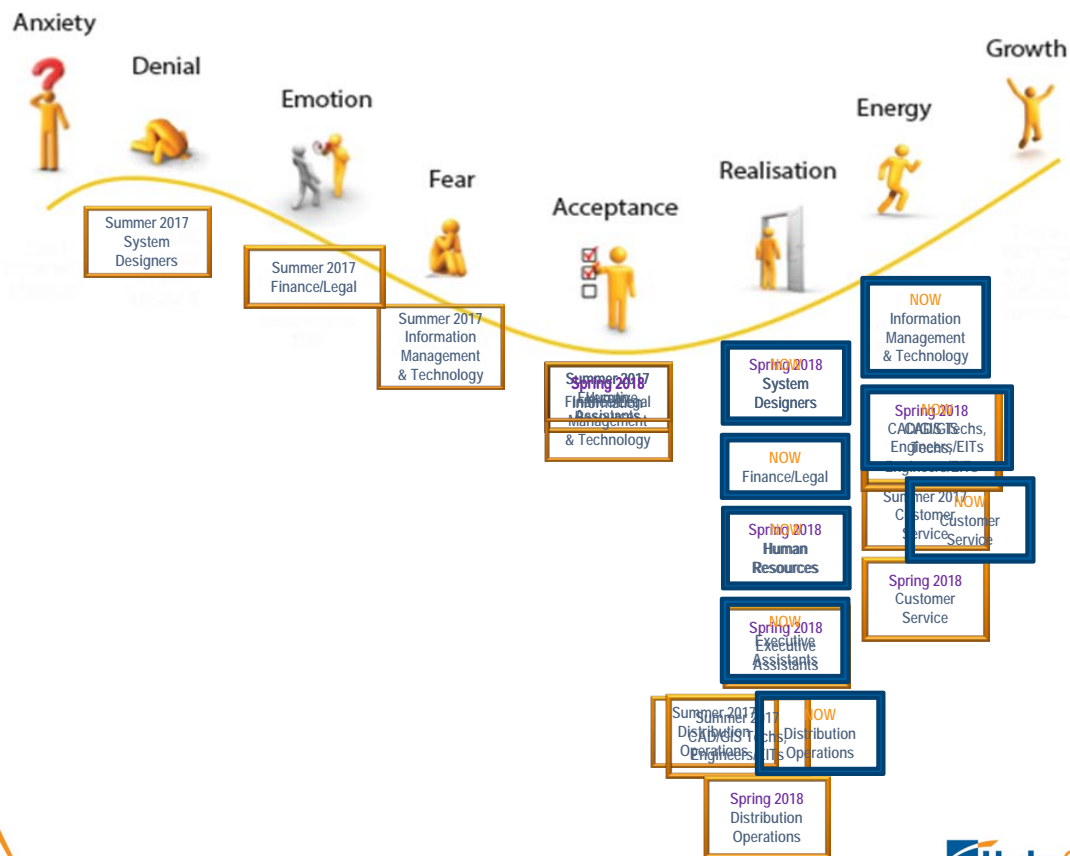
- Meeting room name along with a simple, representative graphic to be visible in the frosted portion of the glass beside each meeting room door.

Signage and Wayfinding – Parking Lot Signage



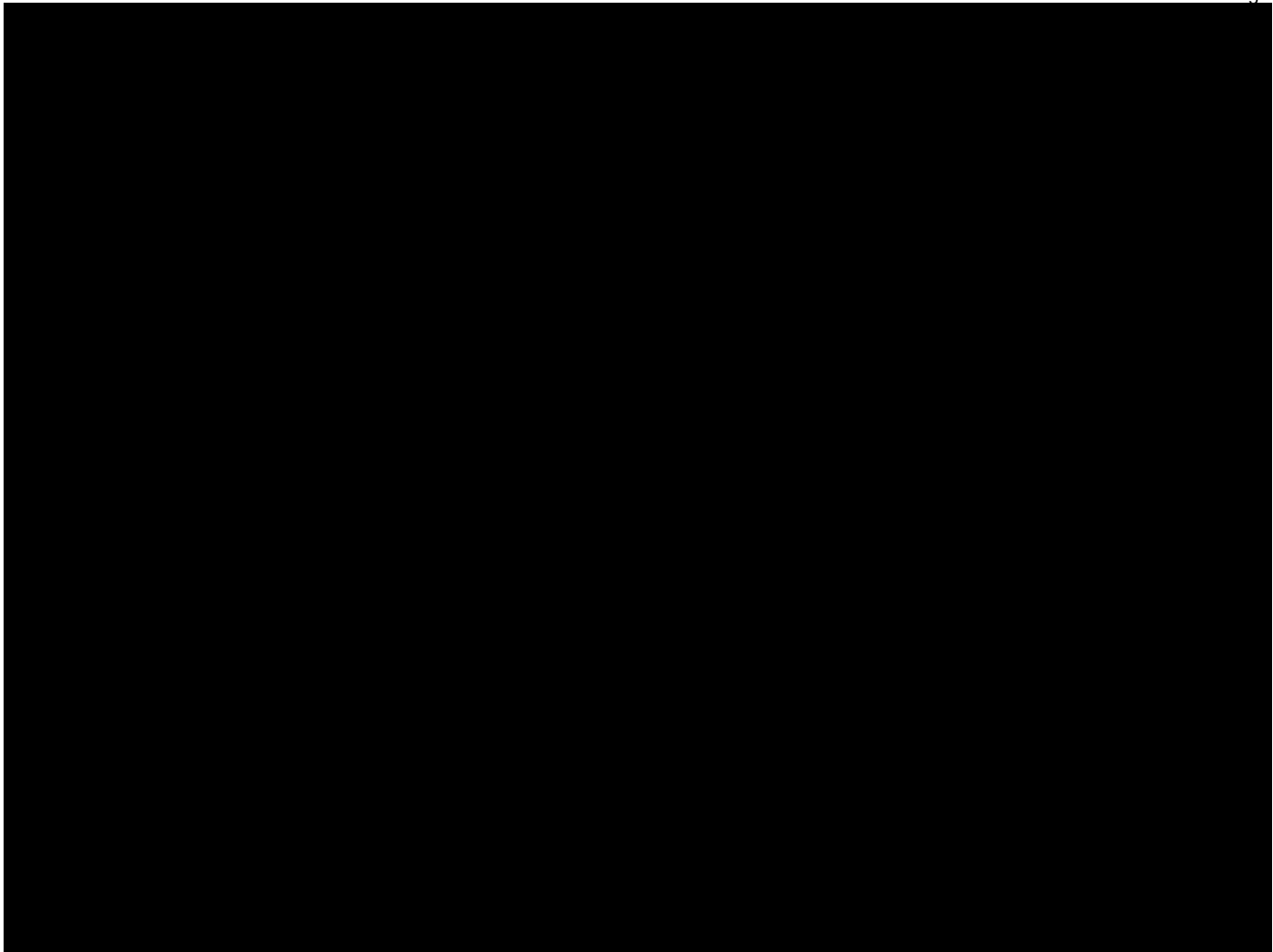
- Clear, visible signage, with icons where possible, to be used throughout the parking lot at both the East and South campuses.

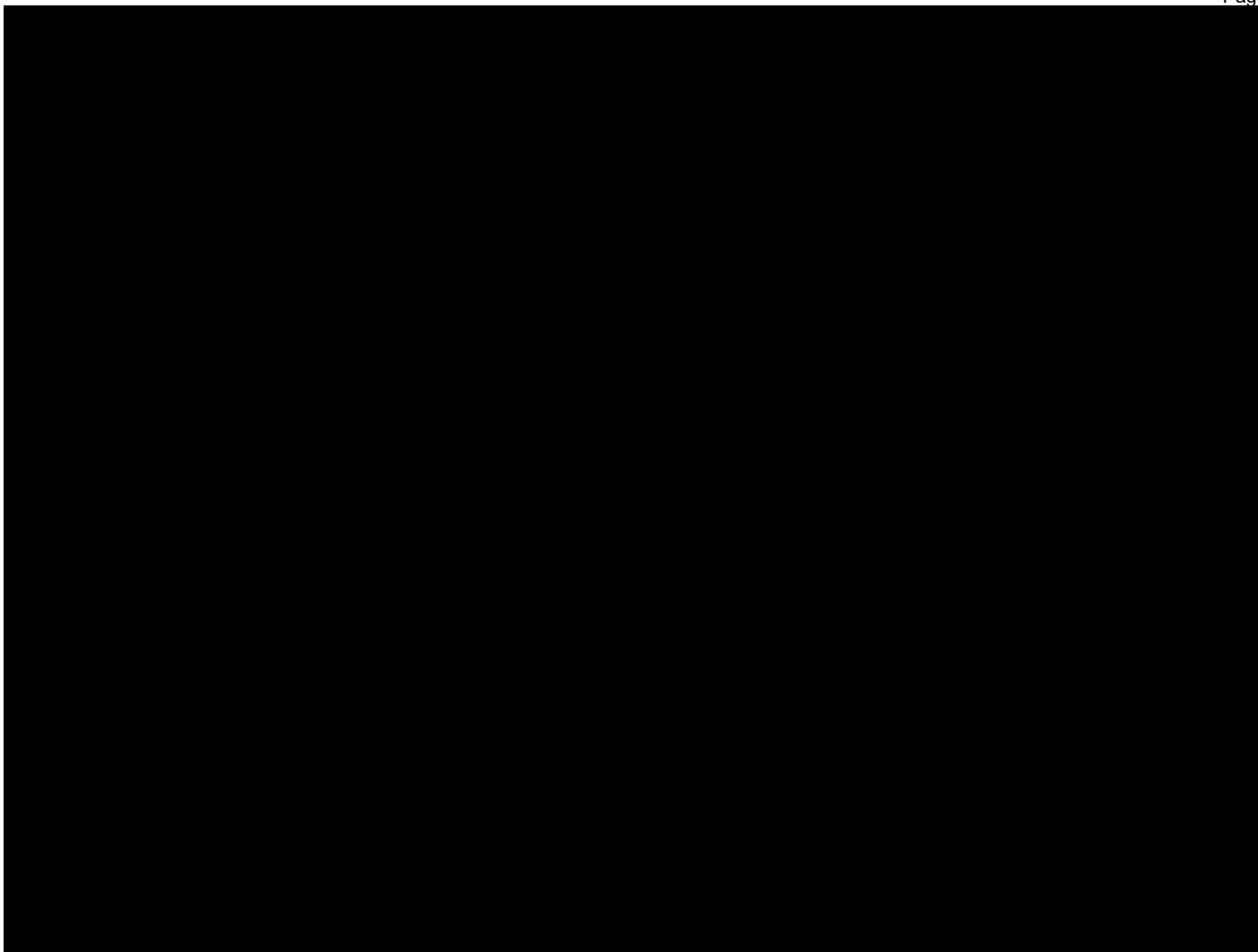
The Change Curve – Where we were are now

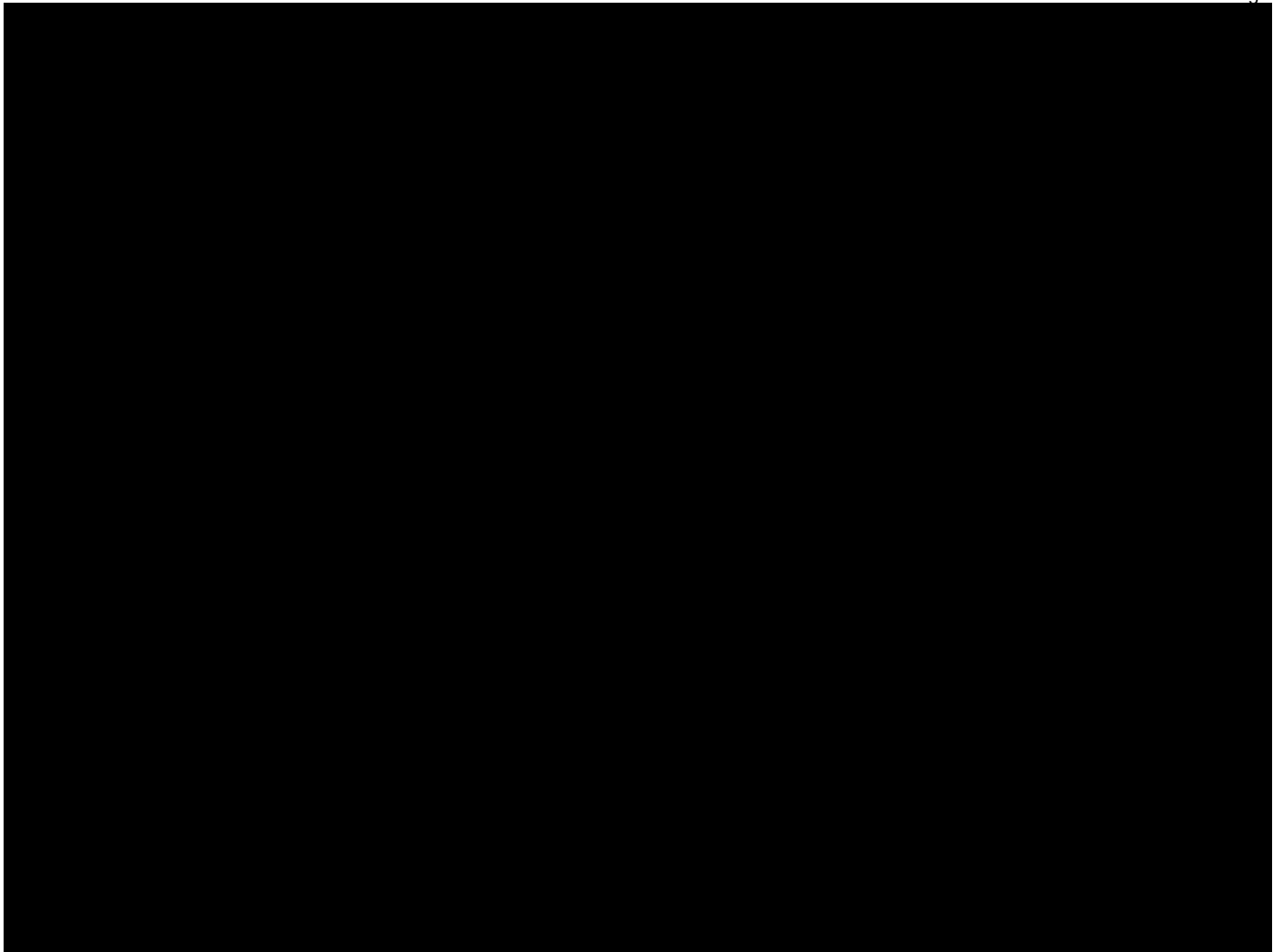


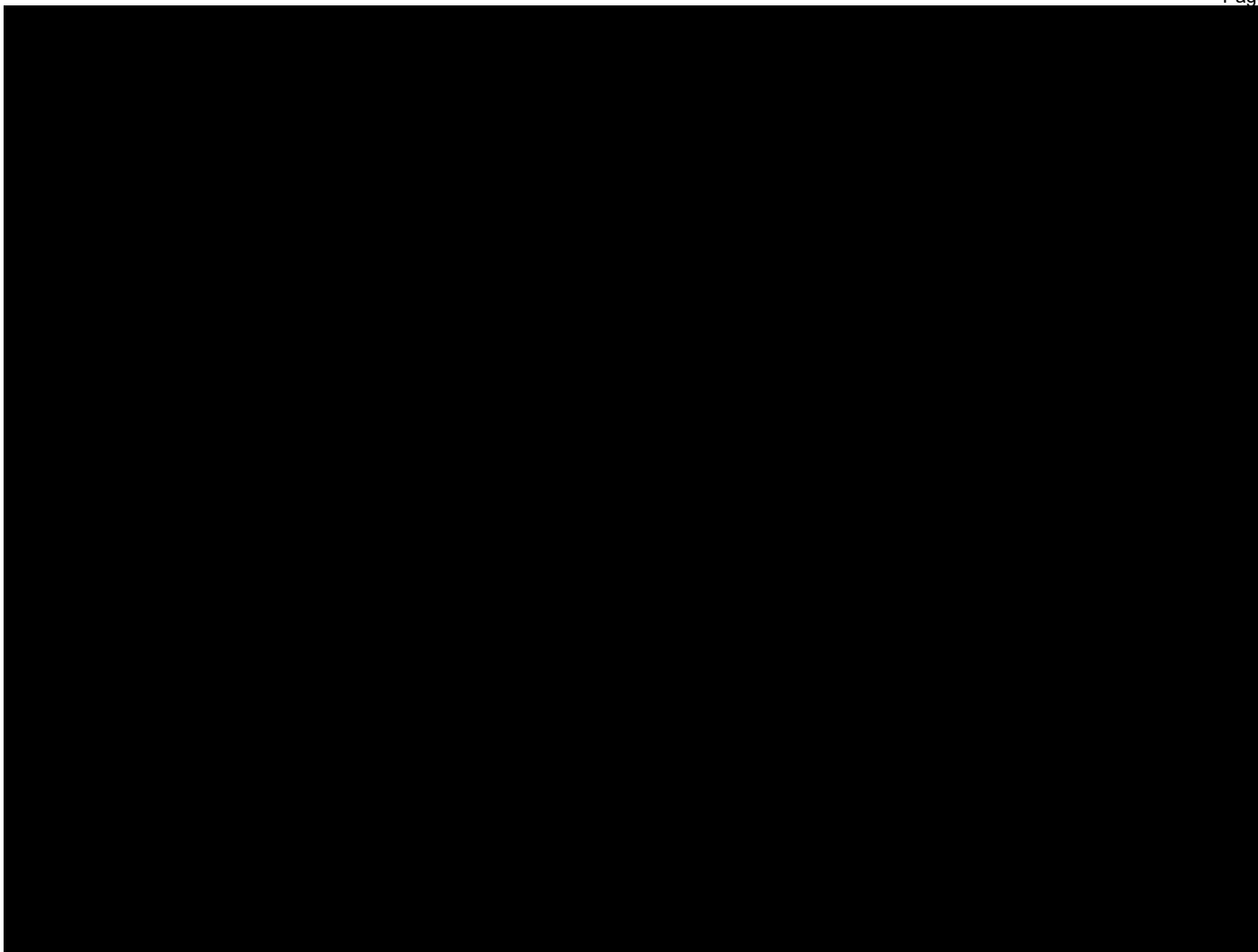
What's Next To End of Year

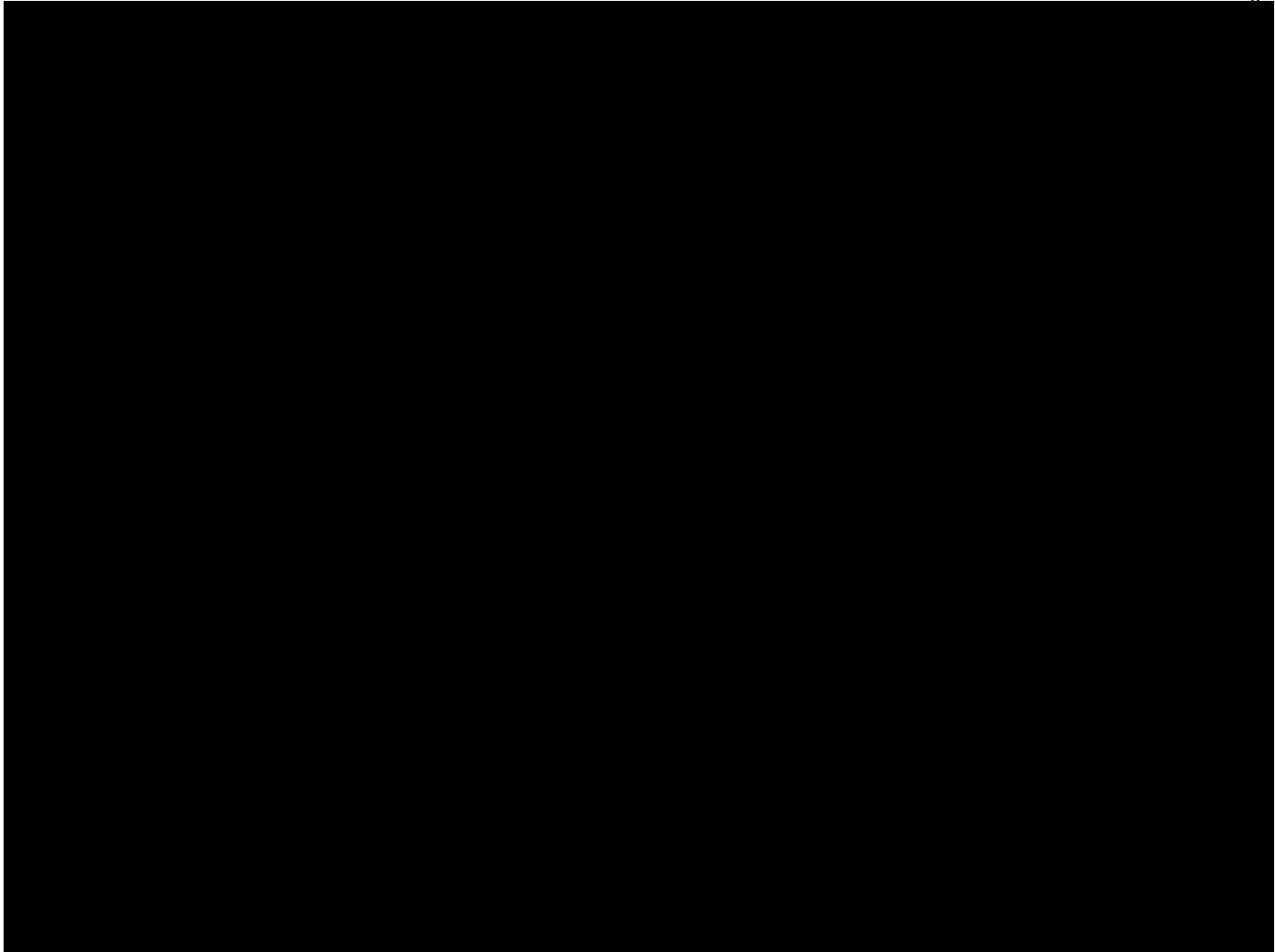
- Fitness Equipment and Food Service RFPs, to include front-line employees on evaluation committees similar to Furniture RFP process.
- Finalize meeting room naming convention
- Define Art Program
- Finalize Lobby Design
- Develop programming and launch Time Capsule
- Continue with office, workspace and garage cleanouts
- Demonstration at All Employee Event including 360 walk-through video
- Move Planning and Orientation
- Continue work on P⁴ Project
- Launch formal evaluation of change readiness

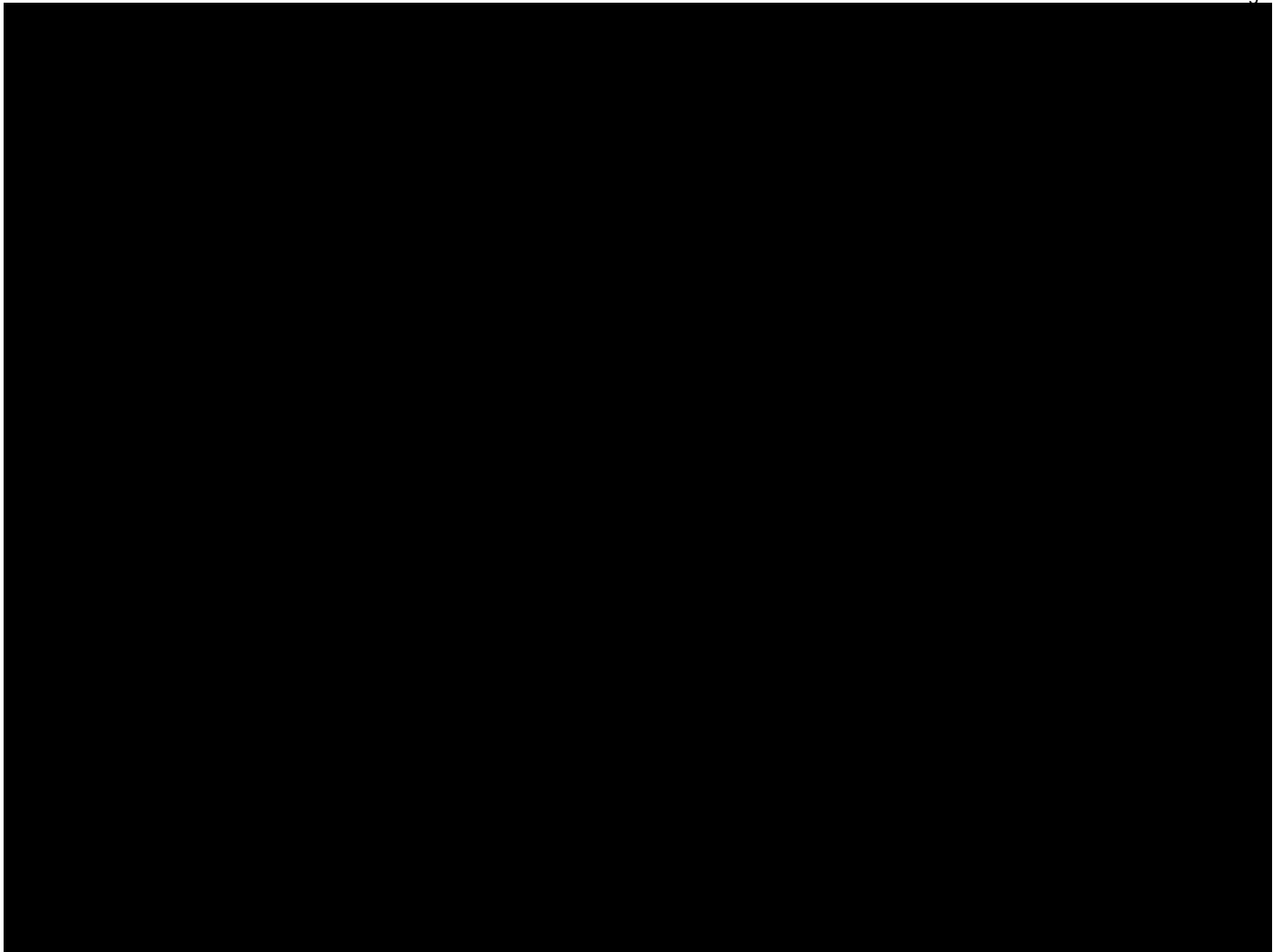


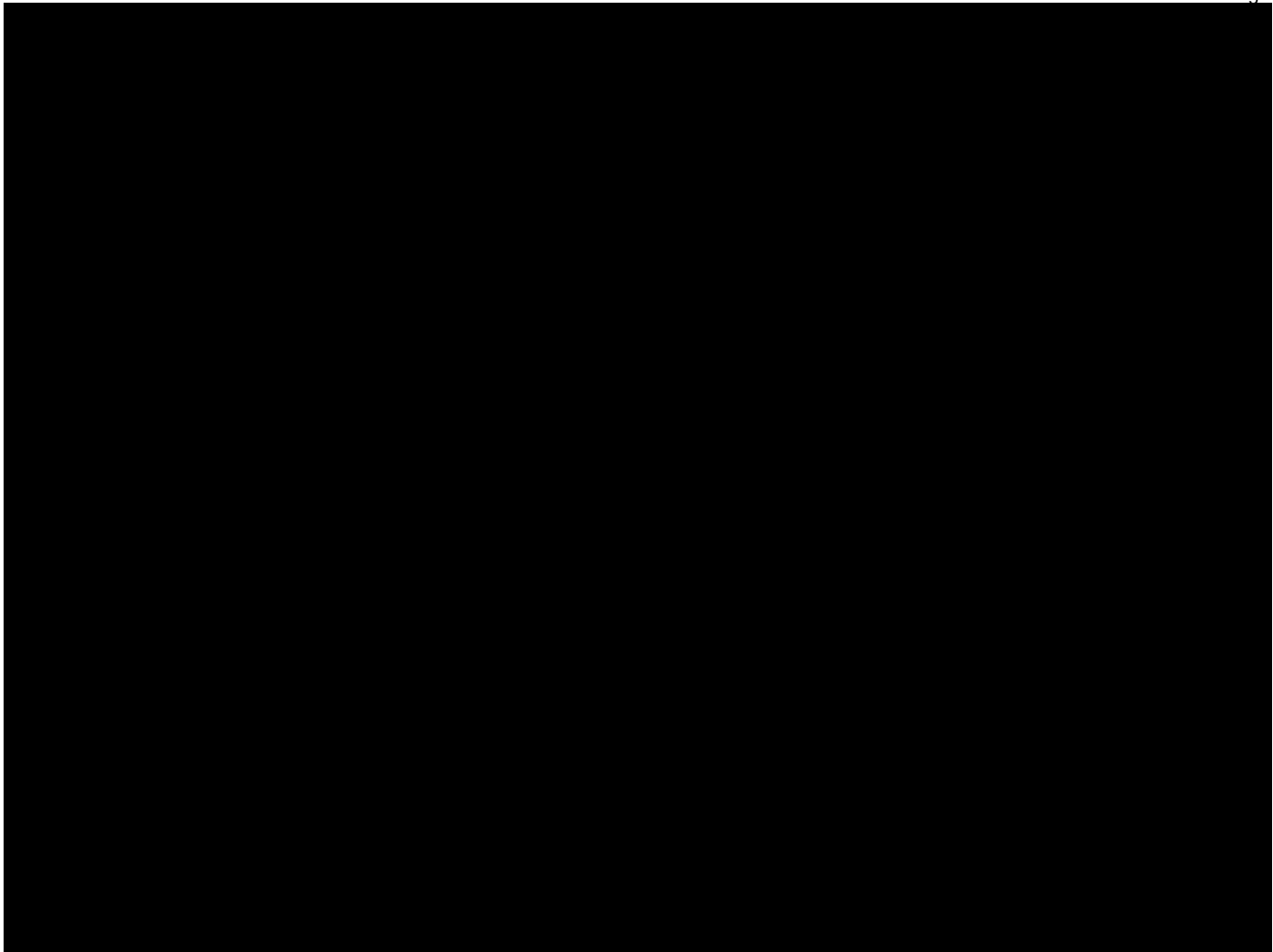


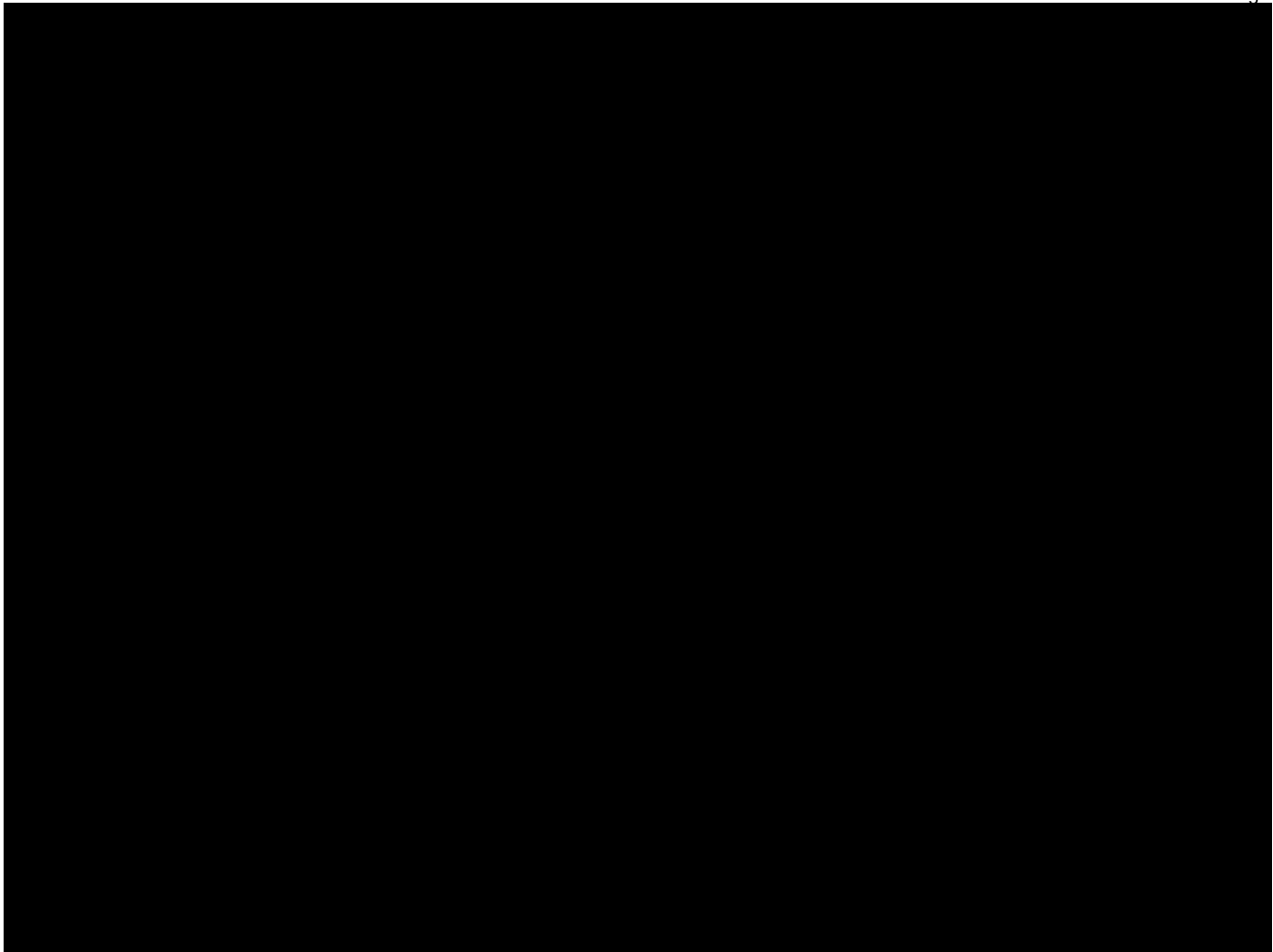












Annex "A"



> FACILITIES RENEWAL PROGRAM

Strategic Initiatives Oversight Committee

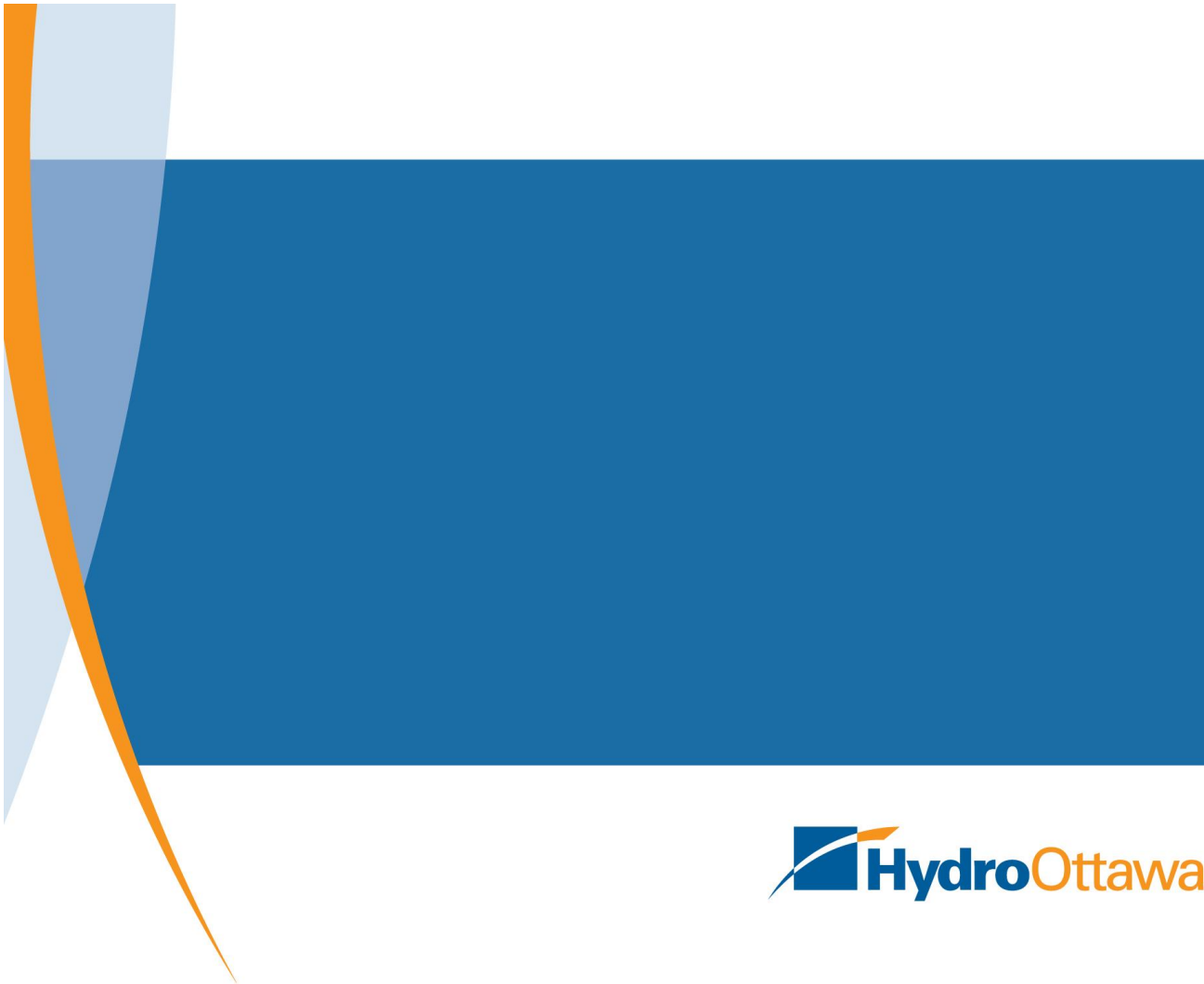
November 15, 2018

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> DESIGN BUILD UPDATE





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

Status Update

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

Status Update

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

Budget

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

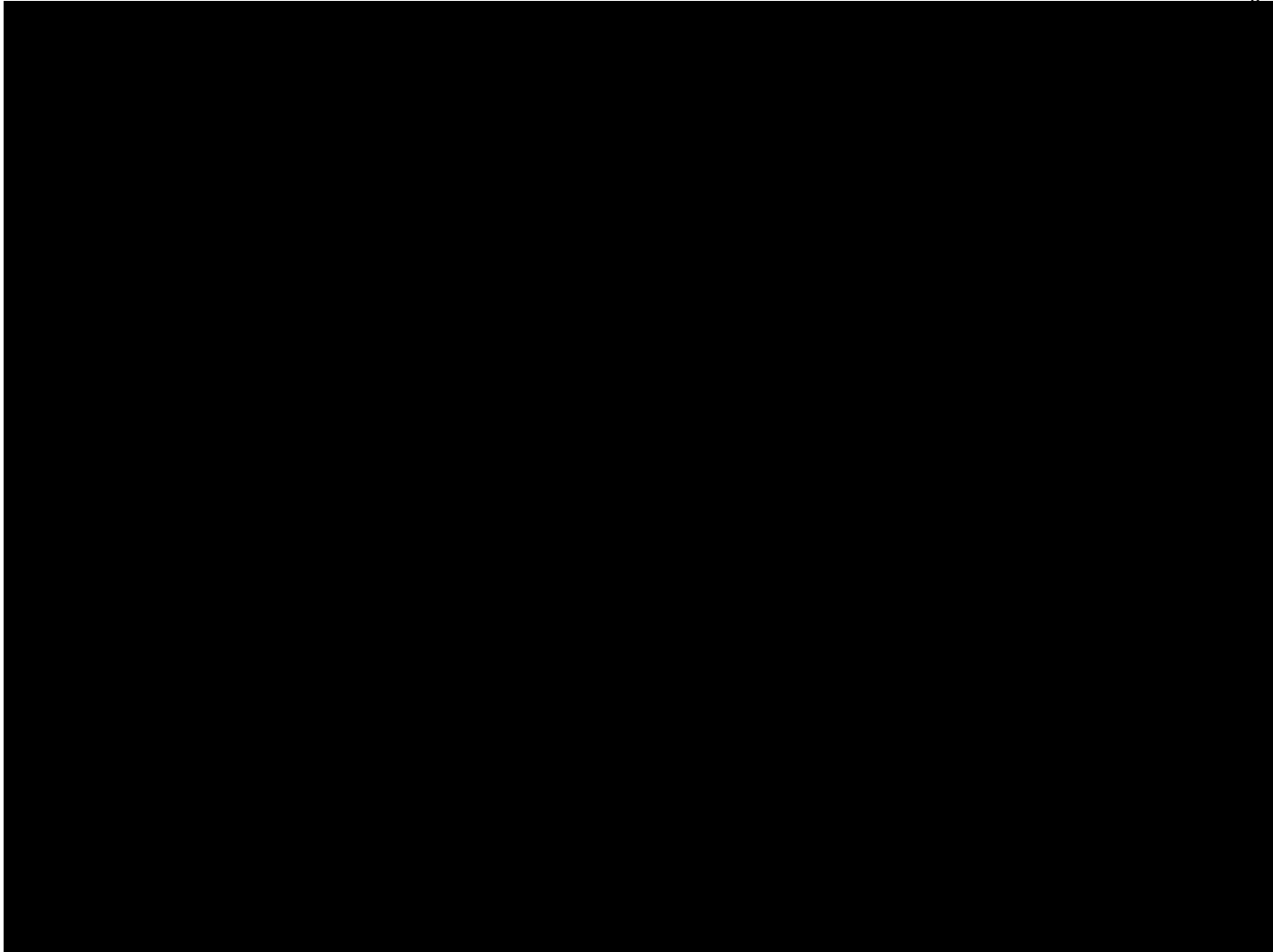
Budget Summary & Forecast								
ID	Category:	Approved Budget (April 2016)	Post Design Build Tender Revisions	Revised Post Tender Budget	Forecasted Revisions Oct. 31st, 2018	Current Forecast Oct 31st, 2018	Invoiced To Date Oct. 31st, 2018	% Complete
	Land	\$ 19,331,000	\$ -	\$ 19,331,000	\$ -	\$ 19,331,000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

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

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

Contingency Management

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



Key Program Risks and Mitigations

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

Next Quarter Look Ahead

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



> CHANGE MANAGEMENT AND ENGAGEMENT

Piloting Our New Technology

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



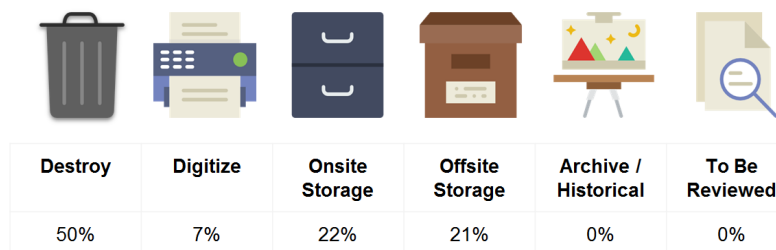
Cleaning Out Our “Stuff”

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

Cleaning Out Our “Stuff” Paper Records Storage Spaces

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

Albion Phase 1 - Records Spaces

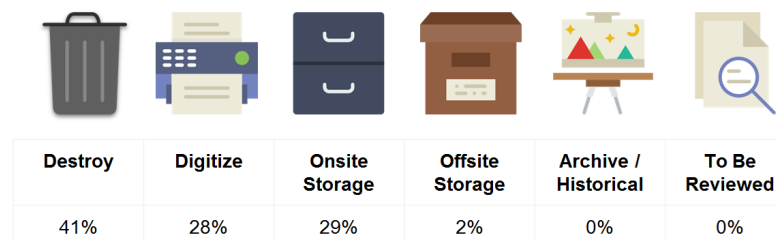


Total - 1970 boxes

100% Identified

100% Completed

Merivale Phase 1 - Records Spaces



Total - 1484 boxes

100% Identified

100% Completed

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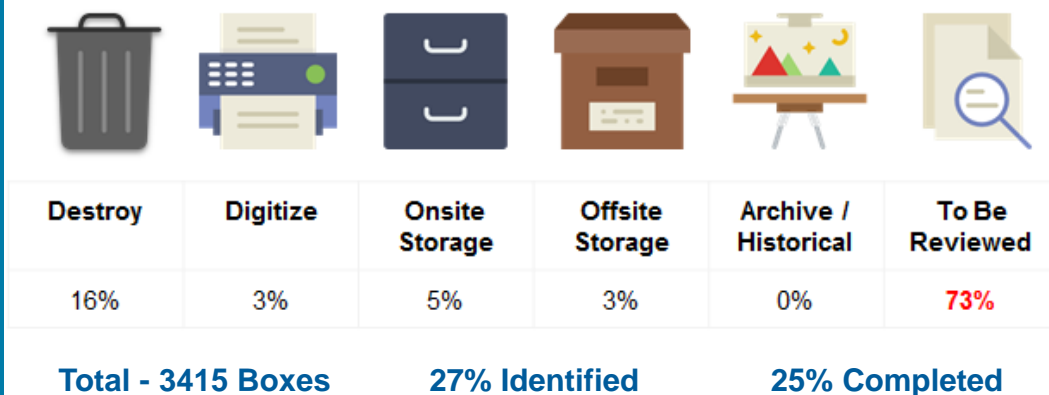
Cleaning Out Our “Stuff” Resources to Support Clean Up



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

Cleaning Out Our “Stuff” Divisional Shared Spaces

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



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

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



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

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

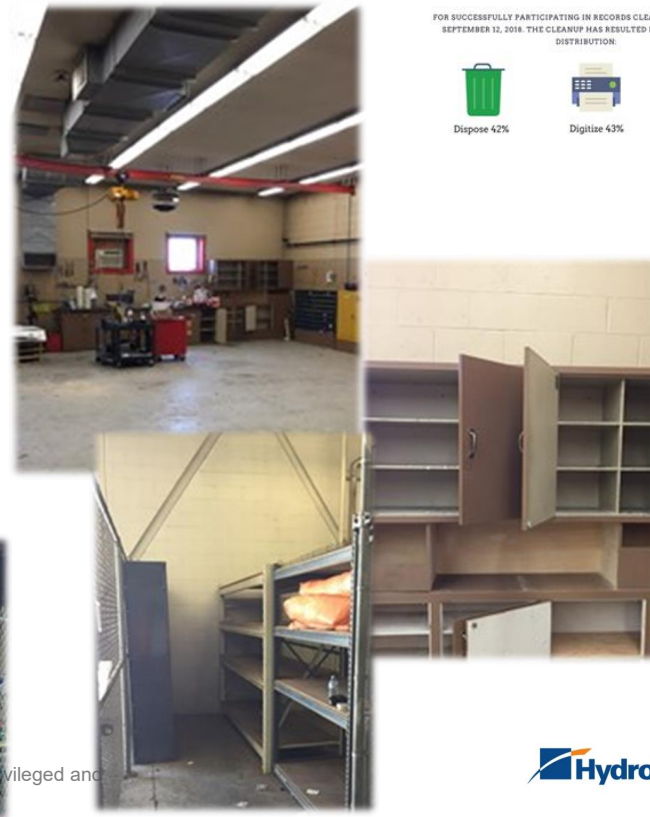
Albion	Merivale
<ul style="list-style-type: none"> Crane bay area – well over 100 transformers cleared out. Transformer shop – transformers cleared out and all cabinets cleaned out. Three storage cribs in the East garage completely emptied. Tool cribs organized and cleaned up. Cable reel storage sorted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

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

BEFORE



AFTER



THIS IS TO CERTIFICATE IS PRESENTED TO THE

STATIONS GROUP

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



Dispose 42%



Digitize 43%



Onsite Storage 15%

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

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



Cleaning Out Our “Stuff” Office Supply Management

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



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Cleaning Out Our “Stuff” Office Supply Management

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

Continuing to Build Excitement

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



