



**Subject:** Library Square – Project Monitoring Task Force

**Prepared by:** Phil Rose-Donahoe, Manager of Library Square

**Department:** Community Services

**Date:** September 22, 2020

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## **Recommendation**

- 1. That Report No. CMS20-022 be received, and;**
- 2. That the Terms of Reference for the Library Square Project Monitoring Task Force be approved, and;**
- 3. That two members of Council be appointed to the Library Square Project Monitoring Task Force.**

## **Executive Summary**

The Library Square project construction tender has been awarded and in anticipation of construction mobilization, a Project Monitoring Task Force (“Task Force”) will be established to monitor and examine all financial and budgetary aspects of Library Square during the construction phase, including project contingency expenditures.

- Terms of Reference were developed to detail the Task Force’s purpose, objective, composition, responsibilities, term, meeting schedule and agenda content.

## **Background**

On August 25, 2020, the Library Square construction tender was awarded to Chandos Construction Ltd. At that time, the main motion to award the tender was amended to include the following clauses:

- “That a Library Square Construction Budget Control Task Force be established to monitor and examine all financial and budgetary aspects of Library Square during its construction phase and the spending of the project contingency; and
- That two members of Council be appointed to the Task Force; and

- That staff be directed to develop a Terms of Reference for the Task Force for approval by Council.”

As directed by Council, staff have prepared the Task Force Terms of Reference for Council’s consideration.

## **Analysis**

**Terms of Reference were developed to detail the Task Force’s purpose, objective, composition, responsibilities, term, meeting schedule and agenda content.**

In response to Council’s request to establish a Library Square Project Monitoring Task Force for the purposes of monitoring and examining all financial and budgetary aspects of the project during the construction phase, staff developed the attached Terms of Reference.

The objectives of the Task Force include:

- Monitoring of project status, including construction progress, planned activities and emerging risks as they may inform financial impacts to the project; and
- Monitoring of financial and budgetary aspects related to project delivery.

These objectives will be supported by a Task Force comprised of the following members:

- Mayor as an Ex Officio member;
- Two (2) Councillors;
- Five (5) staff; and
- One (1) Project Management consultant.

The Task Force’s first meeting will occur following construction mobilization by the general contractor and will remain active until building occupancy, or as otherwise deemed appropriate by the Task Force. Meetings will be scheduled quarterly for the first twelve (12) months and bi-monthly after that.

The meetings will be conducted during normal business hours and meeting agendas will generally consist of the following:

- Update on construction activities and project timeline including any challenges or potential issues;
- Update on financial status, including any cost adjustments; and
- Task Force requests for information for next meeting.

Meeting minutes will be created and circulated to Task Force members at least one week prior to each meeting.

### **Advisory Committee Review**

Not applicable

### **Legal Considerations**

None

### **Financial Implications**

As the Library Square Task Force's role will be the monitoring and examination of all financial and budgetary aspects of this project during its construction phase, no direct financial implications are anticipated. The presented financial status including any cost adjustments will be as of the time of each scheduled meeting and may be subject to change.

### **Communications Considerations**

The Town of Aurora will use 'Inform' as the level of engagement for this project. There are five different levels of community engagement to consider, with each level providing the community more involvement in the decision making process. These levels are: Inform, Consult, Involve, Collaborate and Empower. Examples of each can be found in the Community Engagement Policy. These options are based on the International Association of Public Participation (IAP2) Spectrum and assist in establishing guidelines for clearly communicating with our public and managing community engagement. In

order to inform, this report will be posted to the Town's website and the Library Square dedicated web page.

## **Link to Strategic Plan**

The development of Library Square supports the following Strategic Plan goals and key objectives:

***Supporting an exceptional quality of life for all*** in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- **Invest in sustainable infrastructure**
- **Celebrating and promoting our culture**
- **Encourage an active and healthy lifestyle**
- **Strengthening the fabric of our community**

## **Alternative(s) to the Recommendation**

1. Council may provide further direction.

## **Conclusions**

It is recommended that Council approve the Library Square Project Monitoring Task Force Terms of Reference.

## **Attachments**

Attachment 1 – Library Square Project Monitoring Task Force Terms of Reference

## **Previous Reports**

CMS20-019 – Library Square – Tender Award and Update

**Pre-submission Review**

Reviewed by the CAO September 4, 2020

**Departmental Approval**

**Approved for Agenda**

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**Robin McDougall**  
**Director**  
**Community Services**

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**Doug Nadorozny**  
**Chief Administrative Officer**

## Library Square Project Monitoring Task Force

### Terms of Reference

#### Purpose

The Library Square Project Monitoring Task Force (Task Force) has been formed to monitor and examine all financial and budgetary aspects of Library Square during the construction phase, including project contingency expenditures.

#### Objectives

The objectives of the Task Force include:

- Monitoring of project status, including construction progress, planned activities and emerging risks as they may inform financial impacts to the project; and
- Monitoring of financial and budgetary aspects related to project delivery.

#### Composition

The Task Force shall be comprised of the following members:

<b>Role</b>	<b>Assignment</b>	<b>Responsibility</b>	<b>Fulfillment</b>
Chair	To be determined at the first meeting	Oversee meeting activities and facilitate effective decision making	Chair meetings; ensure effective information distribution
Council Membership	Two members of Council plus the Mayor as Ex Officio member	Review ongoing budget status and financial management processes to ensure alignment with bylaws and standard project delivery practices	Participate in Task Force meetings; review construction and financial status progress updates prepared by Town staff and Project Management consultant
Staff Membership	CAO Director of Community Services Director of Financial Services (or designate)	Ensure that project objectives are being met in conjunction with construction and budget monitoring	Participate in Task Force meetings; work with Project Management consultant to prepare construction and financial status progress updates

Library Square Construction and Financial Monitoring Task Force  
 Terms of Reference

	Manager of Library Square Project Manager		Manager of Library Square to prepare agendas and meeting minutes
Consultant Membership	Senior Project Manager, Colliers Project Leaders	Ensure that project objectives are being met in conjunction with construction and budget monitoring	Participate in Task Force meetings; work with Town staff and other project consultants to prepare construction and financial status progress updates

**Term**

The Task Force is to commence after construction mobilization and will remain active until building occupancy, or as otherwise deemed appropriate by the Task Force.

**Meetings**

Meetings will be scheduled quarterly for the first twelve (12) months and bi-monthly after that. Meetings may be held more or less frequently as needed at the call of the Chair. The meetings will be conducted during normal business hours and meeting agendas will generally consist of the following:

- Update on construction activities and project timeline, including any challenges or potential issues;
- Update on financial status, including any cost adjustments; and
- Task Force requests for information for next meeting.

Meeting minutes will be created and circulated to Task Force members at least one week prior to each meeting.