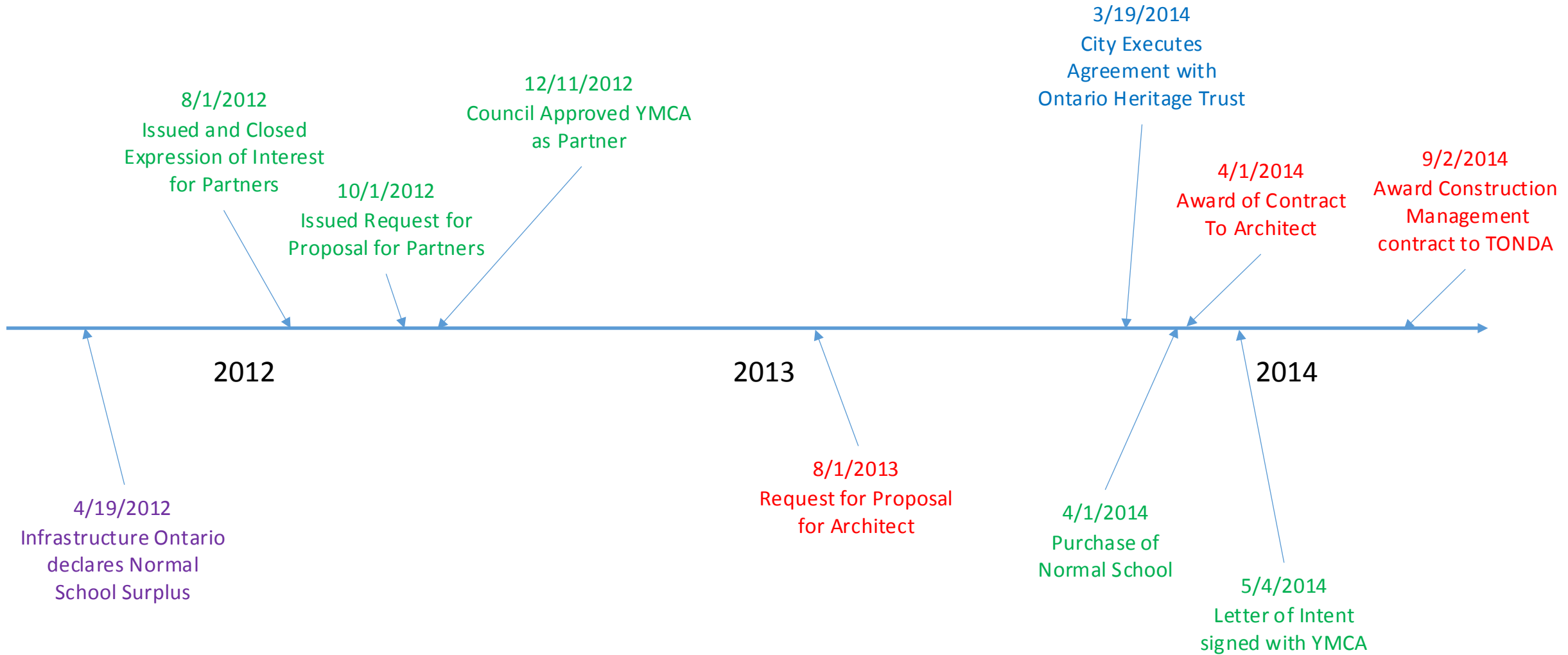


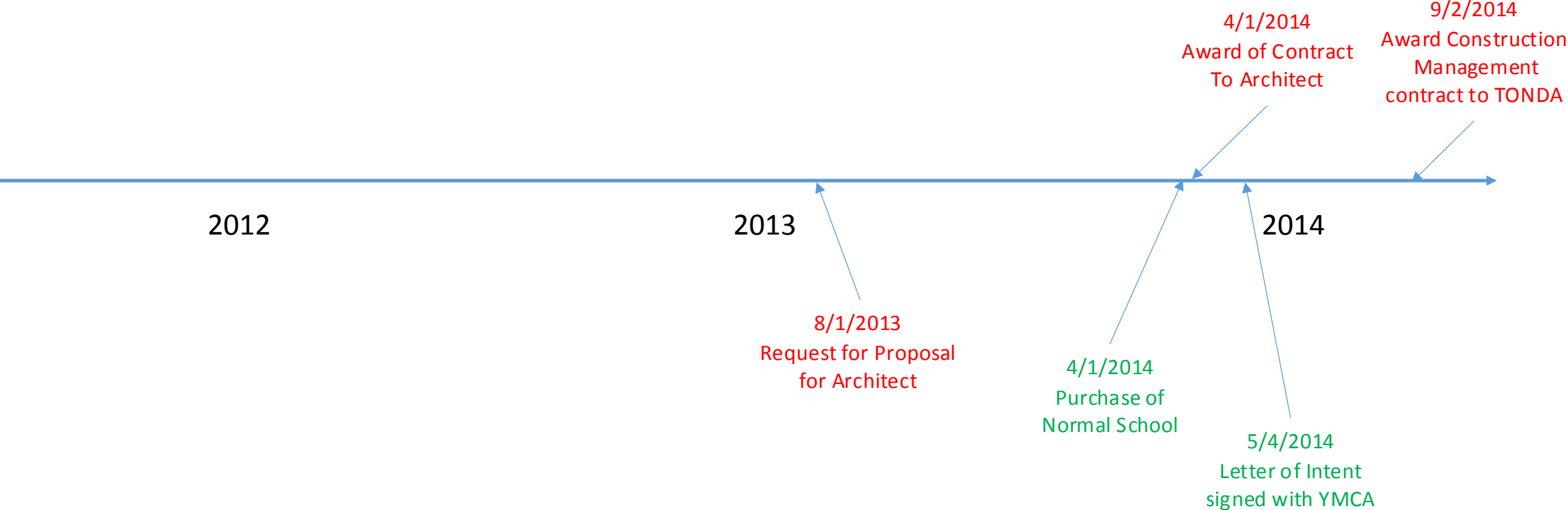
Normal School Project

Timeline – 2012-2014



Timeline – Contract Award

Same process employed successfully on other projects:
Stoney Creek Community Centre, NLOCC, & Storybook Gardens



Award of Architect

6 firms submitted responses

Architect selected on following criteria;

- Qualifications and experience in completing similar projects
- Design philosophy as it relates to community based multipurpose facilities
- Technical understanding of the facilities proposed operation
- Ability to meet time lines and budgets base on similar past projects
- Fees for Architectural Services only form part of the evaluation process

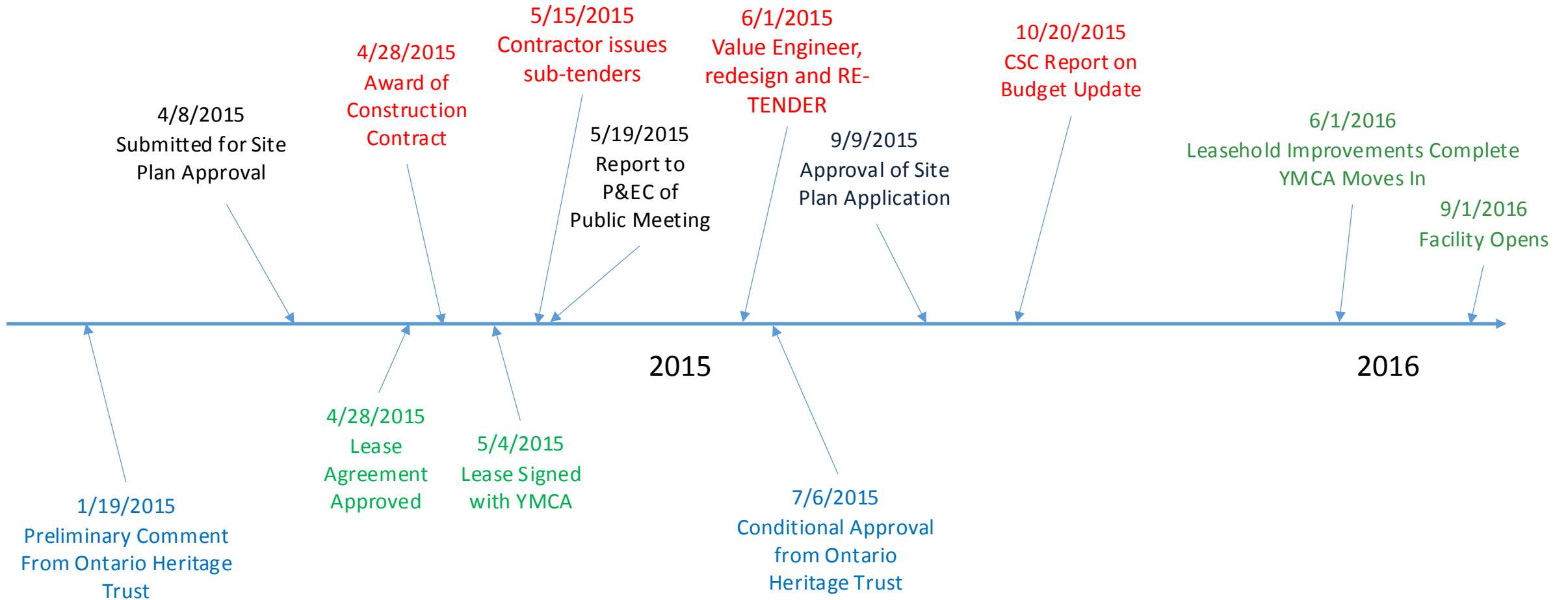
Award of Construction Manager

8 firms submitted responses

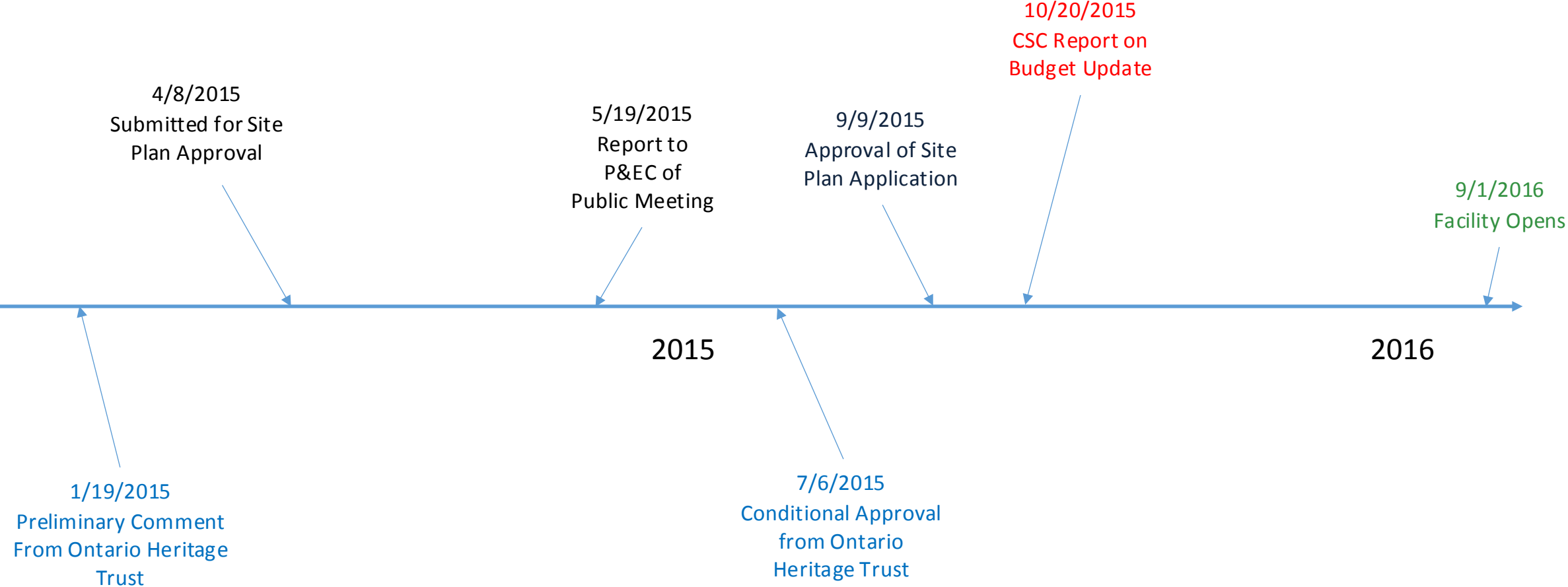
Construction Manager selected on following criteria:

- Previous experience on similar projects
- Capability of team members
- Fee (for construction management)
- Evidence of budget and schedule control
- Clear outline of services to be provided
- Detailed summary of Construction Management Fee (site overhead expenses and general contractor fees, such as bonding & insurance)

Timeline – 2015 - 2016



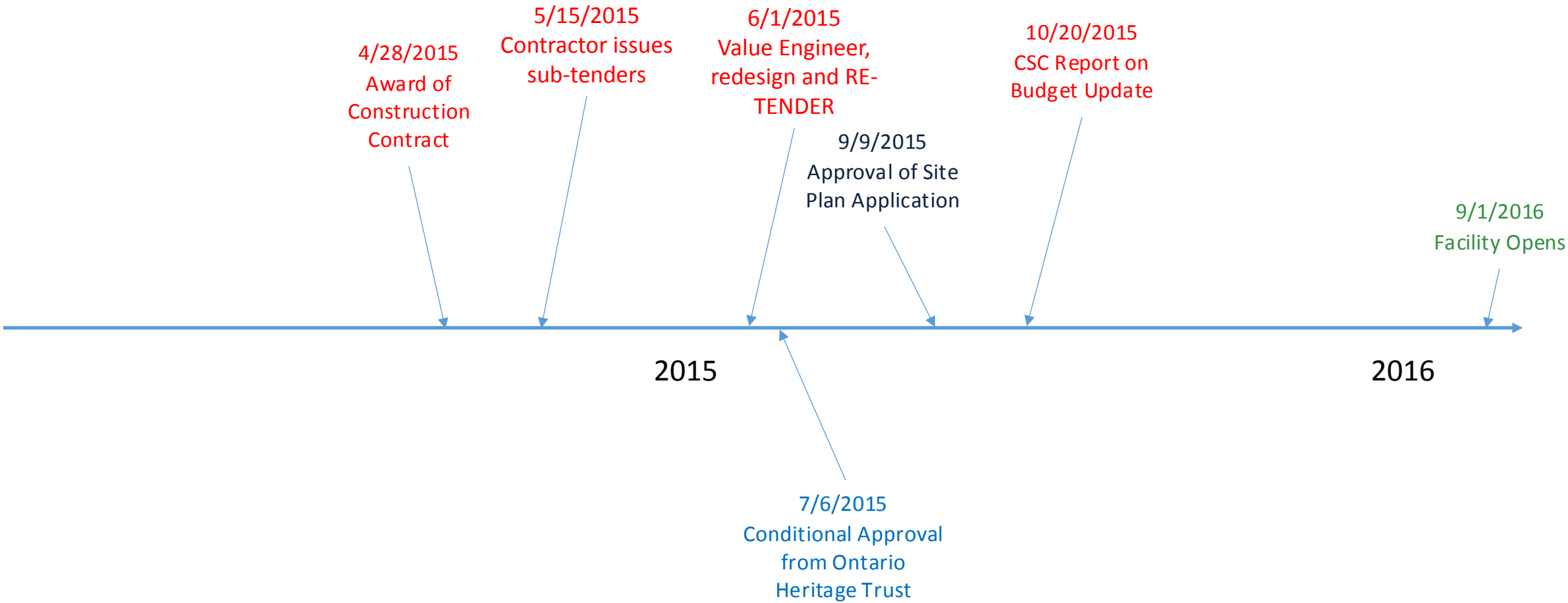
Timeline – Ontario Heritage Trust Impact



What happened with Design of the addition that triggered Ontario Heritage Trust (OHT) and Site Plan Approval?

- Entrance was adjusted during design to provide accessible entrance to all three levels by elevator, as well as exit stairs. **All could be accommodated within budget**
- Preliminary Comments from OHT suggested a significant change to the addition
- Costs increased significantly as a result leading to redesign and value engineering to reduce costs
- Site Plan Approval was triggered as a result of the changes in the entrance
- Conditional approval of Heritage Trust was received in July 2015, with Site plan approval in September 2015

Timeline – Sub-tenders higher than budget



What happened with other higher than budgeted tender results?

- Tenders for Mechanical, Sprinklers, Electrical and Finishes all closed higher than anticipated
- Tenders closed approximately \$1.6 million higher; through value engineering and redesign, approximately \$650,000 was saved
- Limited numbers of sub-contractors were willing to bid the work, even after redesign and re-tendering

What happened with other existing conditions?

- Undocumented asbestos in various locations throughout the facility
- Collapsed combined sanitary and storm services
- Perimeter drainage control issues around the entire facility requiring separation from the combined services

Financing

- Debt (mortgage) paid off by 2022 – positive cash begins
- Payback of facility and interest cost in approximately 40 years
- No impact on operating budget of this additional cost