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Report 2025-018

Report Title: Golden Plough Lodge Northumberland County Archives and Museum (GPLNCAM) Redevelopment - Construction Update

Committee Name: Public Works

Committee Meeting Date: February 3, 2025

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Council Meeting Date: February 19, 2025

Strategic Plan Priorities: ☐ Innovate for Service Excellence
☐ Ignite Economic Opportunity
☐ Foster a Thriving Community
☒ Propel Sustainable Growth
☐ Champion a Vibrant Future

Information Report

“That the Public Works Committee receive Report 2025-018 ‘Golden Plough Lodge Northumberland County Archives and Museum (GPLNCAM) Redevelopment - Construction Update’ for information; and

Further That the Committee recommend that County Council receive this report for information.”

Purpose

The purpose of this report is to provide County Council with an update on the construction progress, schedule, and budget for the Golden Plough Lodge Northumberland County Archives and Museum (GPLNCAM) redevelopment project

Background

In 2016, the County initiated the pre-design work for the new GPLNCAM redevelopment project. In 2017, County Council endorsed the conceptual design for the new GPLNCAM incorporating requirements of the Ministry of Long-Term Care and provided direction to include enhanced accessibility and sustainability features to ensure quality of care for residents, safe working environment for staff, and an efficient building to minimize on-going maintenance and operation costs. The existing GPL facility is approximately 100,000 square feet and the new GPLNCAM will be 203,000 square feet, of which 6,000 square feet is for the NCAM space.

In 2018, the County retained Salter Pilon Architects (SPA) to carry out the design and tender preparation for the project. In 2019, a request for supplier qualification was issued for General Contractors, Mechanical Subcontractors, Electrical Subcontractors, and Structural Subcontractors to pre-qualify for the construction of the new GPLNCAM. In September 2020, the project was tendered for construction and Matheson Constructors Limited (MCL) was the successful bidder. The parties entered into a contract for the construction of the GPLNCAM redevelopment project on December 4, 2020 and the parties agreed to an Occupancy date of October 31, 2022 (for Phase 1 of the project being the construction of the new GPLNCAM) and Substantial Performance of the work by September 2, 2023 (for completion of Phase 2 and 3 of the project being the demolition of the existing GPL and remaining siteworks and landscaping).

As reported at the December 2, 2024 Public Works Committee meeting, the project experienced delays and the parties have agreed to an updated Rebaselined Construction Schedule (RBS2) with Occupancy and Substantial Performance dates of June 24, 2025 for the completion of Phase 1 and October 6, 2026 for completion of Phase 2 and 3.

Consultations

County staff continue to work closely with the Town of Cobourg staff to address any concerns arising during construction while maintaining collaboration and engagement with internal and external stakeholders, as well as GPL and NCAM staff and residents.

With the final phase of construction now underway, communication efforts have been expanded to include regular construction updates along with detailed transition plans leading up to “opening the doors” to enhanced care services and programs. The communications effort will focus on rebuilding enthusiasm and trust, which may have been affected by construction delays, through transparent and proactive updates. The frequency of newsletters, site tours and project updates will be increased to highlight the facility’s new features and technological advancements. Dedicated communications will educate staff, residents, and families on logistical requirements to support the transition of operations and relocation. Special information sessions and communications will ensure proper preparation for residents and address the efforts required to meet Ministry standards by staff. Broader public communications will also ramp up, featuring project newsletters, videos, social media updates, and planned open house tours prior to the facility’s operation launch. Additionally, a separate communications strategy is

being developed to support the move and transition for NCAM operations and public opening later in the fall.

Legislative Authority / Risk Considerations

The Contractor is required to follow all required legislation to complete the work as per the contract including but not limited to the Construction Act, Occupational Health and Safety Act (OHSA), etc. MCL is also directly responsible for all subcontractors on the site to ensure they meet all requirements of the contract. There is no contractual relationship between the County and the subcontractors.

MCL is required to provide monthly schedule updates and identify any delays against RBS2 and if delays are identified, MCL is required to provide a recovery schedule that includes measures to mitigate the delay to meet the Occupancy and Substantial Completion Dates agreed to in RBS2.

Discussion / Options

Construction Progress:

Bi-weekly construction meetings continue to be held with representatives from the County project management staff, the Contract Administrator (SPA), members of the consulting team (as required), the County's external Project Manager (BTY Group), and the Contractor (MCL).

The building is now 85% complete. Exterior finishing work is on-going with installation of siding patio pavers, handrails on retaining walls, and glass railings on balconies. The wood canopy at the main entrance is scheduled to start at the end of January.

Inside, drywall, painting, installation of flooring and millwork (benches and vanities), wall protection, crash rails, and handrails is also ongoing throughout (completed on Level 3, on-going on Level 2 and 1). Elevator installations are scheduled to begin the end of January and stairwells are being finished including installation of handrails. Construction cleaning is on-going, and pre-commission and final cleaning is scheduled for Level 3. Commissioning meetings with trades have been initiated and are on-going.

The schedule update and subsequent recovery schedule provided by MCL in January for work completed to the end of December is showing a fourteen (14) working day delay to Occupancy for Phase 1. The County has rejected this schedule update and has asked MCL to resubmit the schedule update with recovery that meets the agreed upon Occupancy date of June 24, 2025.

Furniture Fixtures and Equipment (FF&E):

The specifications for all owner (i.e., County) procured FF&E have been developed and final verification of specs and procurement of items is underway. FF&E are being categorized into storage or just-in-time delivery methods taking into consideration factors such as lead times for delivery, with the intent that items for storage are/have been purchased prior to occupancy to mitigate financial impacts from inflation and schedule impacts from supply chain issues.

Purchase Orders for furniture and equipment are being issued and will continue to be issued in the months leading up to Occupancy.

Activation and Move Planning:

Health Care Relocations (HCR) continues to assist with the Activation, Move Planning, and preparations of Ministry Occupancy Plan for the new building. Activation workplans have been initiated for all areas (i.e., EVS, Facility Ops/Maintenance, etc.), and staff orientation and training planning is underway. Staff and HCR continue to prepare and finalize the required policies, procedures and other documentation required for the Occupancy Plan to be submitted to the Ministry of Long Term Care at the end of February 2025.

Physical move planning and resident transfer planning is ongoing with the GPL team reviewing and updating Move Plans, the Master Move Calendar, and the Move Information Guide.

Financial Impact

The total projected project cost as of December 31, 2024 is \$144,928,664, which is an increase of \$29,499,665 (or 25%), from the original budget of \$115,428,999.

A summary of the project budget, costs to date, and projected costs is provided in the following table:

Description	Budget	To Date	Projected	Variance	Notes on Projected Costs
Construction Costs	\$92,420,180	\$89,683,948	\$110,770,783	\$18,350,603	Includes projected 5% contingency on remaining value of work; \$1.975M for Settlement 1 and \$11.87M for Settlement 2
Project Soft Costs	\$18,902,773	\$12,389,149	\$21,513,336	\$2,610,563	Includes all consulting and fees for design and construction phases; FFE; insurance and bonding; and legal fees (\$1.9M to date)

Property Purchase	\$956,043	\$956,043	\$956,043	\$0	
Non-Recoverable HST	\$1,852,851	\$ -	\$2,277,615	\$424,764	Estimated HST (to be determined upon completion of build)
Interest on Construction Financing	\$1,297,151	\$5,933,311	\$9,410,887	\$8,113,736	Estimated based on original debenture amount of \$96.8M. To be updated based on Council decision to fund additional costs through a combination of reserves and debenture
TOTAL	\$115,428,999	\$108,962,451	\$144,928,664	\$29,499,665	

Member Municipality Impacts

N/A

Conclusion / Outcomes

This report provides an update on the construction progress and associated project activities to prepare for transition and opening of the new GPLNCAM.

Attachments

N/A