

A modern gym interior with several treadmills lined up near large windows. The floor features a geometric pattern of concentric hexagons. The ceiling has recessed lighting and a modern design.

GBC St. James

Athletic Facilities Upgrade

Image courtesy of CNet

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**Prepared by
Team Strategy**

Table of Contents

Executive Summary	3
Introduction	4
History	4
Problems	4
Opportunities	5
Value Proposition	5
Project Logistics	6
Business Objective	6
Project Goals.....	6
Stakeholder Requirements.....	8
Short-Term Deliverables	10
Long-Term Deliverables	10
Schedule	11
Controlling.....	11
Budget	12
Risk Analysis	13
Quality & Stakeholder Assessment	14
Appendix	15
Appendix 1 – Work Breakdown Structure	15
Appendix 2 – Project Plan	16
Appendix 3 – Network Diagram	18
Appendix 4 – Resource Overview.....	19
Appendix 5 – Cost Overview	20
Lessons Learned.....	21
Works Cited	23

Executive Summary

Students feel strongly that the academic aspect of their education should be complemented with healthy physical and psychological growth. The environment in which students learn facilitates the development of academic, professional, personal and interpersonal skills. According to the George Brown College Athletic Facilities' mission statement, the department is committed to, "[the] use of sport and recreation to enhance the physical, mental and emotional wellbeing of the George Brown community," (GBC, 2018). Additionally, the Athletics department strives to, "provide a variety of high-quality...recreation services that meet the diverse needs and interests of students [to] in turn enhance wellbeing and campus life," (GBC, 2018).

After making a survey available to the student body at the George Brown College St. James campus, we collected student feedback and examined the facilities for ourselves. Several key deficiencies were identified within the St. James Athletic Centre, and based on the user feedback we received, our team organized these deficiencies into three target areas: 1) the change rooms, 2) the weight room, and 3) the student services available. The main goal of this project is to ensure that members who use the athletic facilities feel their needs are properly being met, by upgrading these three target areas, maximizing both visual appeal and functionality. By renovating the change rooms, redesigning the layout of the weight room, and implementing a towel service for facility users, George Brown College increases its appeal, revenue, and strengthens its competitive edge over other academic institutions, and most importantly, reaffirms its declared commitment to its students.

The project proposed here is estimated to take place over a 42-day period, with the preparation phase of the project starting Monday April 29th, and the renovation phase commencing Monday June 17th and concluding Friday June 21st, 2019. We have elected to schedule this project during the summer term as the reduced registration will minimize disruptions. Due to the high-involvement of physical work being done, it is suggested that the Athletic Facilities be closed between June 17th and June 21st, with the official re-opening date scheduled on Monday June 24th, 2019. The project has an estimated total budget of \$57,978.30, which includes all labour and material costs, along with contingency and management reserves.

Finally, in order to evaluate this project's ability to successfully meet its goals, we propose that a second survey be conducted after an appropriate amount of time has passed following the upgrade. This survey will evaluate user satisfaction levels that hopefully reflect a positive response to the upgrade. Additionally, measurements of earned revenue over the years following the implementation of the towel service will evaluate whether this was truly a favourable student service to develop.

Introduction

History

George Brown College officially opened its doors to students in 1967, but it wasn't until 1976 that the St. James campus opened. Throughout its history, George Brown College has been dedicated to student success as an institution focused on applied arts and technologies. In the Mission Statement that represents the vision, mission and values of George Brown College, it is stated that the school aims to be, "recognized as a key resource in shaping the future of Toronto," as well as an example for what other institutions should aspire to be (GBC, 2019).

In 2014, George Brown College published a report titled, *George Brown College Master Campus Plan*, which evaluated the college's strengths and weaknesses, along with the areas most requiring future growth. This report identified the promotion of healthy lifestyles to GBC students as one of its most important growth areas, along with systems required to "[encourage] a more complete student and college life that promotes wellness amongst the GBC community" (GBC, 2014). It also acknowledges though, that George Brown College, "is 75% below the college average for athletic amenities," indicating the need for significant improvement (GBC, 2014).

Problems

To begin, the Athletic Facilities are out of date. Prior to the most recent "facelift" in 2018, it had been almost 10 years since any work had been done (Gordon, 2019). Additionally, only the Varsity and administrative areas of the facilities were impacted by the work done in 2018, meaning the change rooms, hallways and weight room have not been updated in approximately 11 years. This allows one to conclude that the current equipment, along with structural spaces, have consistently been in use for just as long without being updated at all. This has led to a lack of both visual and functional appeal.

Similarly, a lack of attention has been paid to the functionality of the layout of the Athletic Facilities. Within the weight room, a vast portion of the floor space is unused, which results in a dysfunctional spatial flow. Additionally, the weight machines that are currently in the weight room do not follow an organizational system, again reinforcing a sense of dysfunction. The lack of organization combined with an overwhelming amount of wasted space causes the weight room to appear low in both quality and quantity, and disorients visitors. A similar issue arises when examining the men's and women's change rooms, as there is a clear lack of storage space, namely locker availability, and the

change rooms lack functionality. There is no presence of mirrors, as well as limited bench space, and there is absolutely no area that can function as remotely private.

Finally, there is an overwhelming amount of customer dissatisfaction, along with an unimpressive amount of usership. George Brown College claimed in a 2014 evaluation of its facilities that one of its primary focuses going forward would be encouraging a healthy, balanced lifestyle for its students (GBC, 2014). Despite that claim, usership within the St James campus has not increased (Gordon, 2019), which can likely be attributed to the school basing this goal off of resources that, in their present state, cannot properly facilitate a balanced lifestyle. With roughly 90,000 students enrolled annually, only 4000 students visit the St. James athletic facility – less than 14% of the St. James student body, and less than 5% of the college’s total student body (Gordon, 2019). Our team believes that the lack of satisfaction, along with the observable trends in usership, are directly related to the college’s inability, or neglect, to maintain and update its facilities to meet student needs and wants.

Opportunities

By improving the Athletic Facilities on a mostly cosmetic front, George Brown has an opportunity to improve its students’ physical and emotional wellbeing, along with their academic successes. Additionally, George Brown’s advancement of its Athletic Facilities may garner it a stronger competitive edge, establishing it as a more sought-after environment to both competitors and future students.

Increased revenue also presents itself as an opportunity, as with a variety of the suggested improvements, George Brown would gain grounds to charge for certain extra services within the facilities. These additional funds can then be funneled directly back into other student programs to again improve George Brown College’s culture and allure.

Together, these opportunities provide George Brown College with the chance to establish itself as a true industry leader by displaying its higher standards for the care and resources that should be available to students, which is a primary goal for the school based on the *Master Campus Plan*.

Value Proposition

The value of this project lies centrally in the opportunities established above. The project itself requires a large investment, with little visible return immediately. However, it has been shown that with an increase in lifestyle balance comes an increase in academic achievement, which benefits both the

students at George Brown, and the college itself (GBC, 2014). Similarly, with increased revenue, George Brown has the ability to provide better care to its students, and is more equipped to expand vital services that it offers, which is valuable to the students who directly interact with those services, and to the college as it establishes George Brown as a socially conscious institution.

Additionally, when compared to other project alternatives that have been suggested by George Brown College students – specifically, increasing the availability of personal trainers, and extended operational hours – it is clear that the Athletic Facilities Upgrade is the optimal project to pursue.

Criteria		Weight (% of 100)	Athletic Facilities Upgrade	Score	Extension of Athletic Facilities Hours	Score	Addition of More Personal Training Staff	Score
			Scale: 1-5		Scale: 1-5		Scale: 1-5	
1	Cost less than \$100,000	20%	4	1	3*	0.6	0*	0
2	Project produces additional revenue	25%	3.5	0.875	1	0.25	1	0.25
3	Project benefits large number of people	15%	3	0.45	3.5	0.525	4	0.6
4	Project facilitates GBC Master Campus Plan	40%	4	1.6	4	1.6	4	1.6
	Total	100%		3.925		2.975		2.45

*Succeeding estimates based on student feedback. Adding 4 additional hours of operational time each day would require scheduling 4 members of staff during those hours. If staff were paid Ontario minimum wage (\$14/hr), GBC would incur an additional expense of \$58,000 annually (\$14/hr x 4 staff members x 4hrs/day x 261 annual working days = \$58,464)

*Succeeding estimates based on student feedback. Adding 3 additional personal trainers to staff, available 8:30am-4:30pm for \$27/hr (Glassdoor, 2019) 3 days per week would result in an incurred cost of \$103,000 (\$27/hr x 3 staff members x 8hrs/day x 159 working days = \$103,032)

Project Logistics

Business Objective

“To increase usership and positive user feedback within the Athletic Facilities, and to facilitate the growth of beneficial student services at the George Brown College St. James campus by examining and correcting existing deficiencies based on user feedback from current clients of the facility.”

Project Goals

Our team is proposing that a variety of cosmetic upgrades be made to these athletic facilities in order to better meet the needs of students and other users. These upgrades focus on the change rooms, weight room, and services offered.

Goal 1 – Improved Change Rooms

The change rooms are extremely unwelcoming visually. When one enters the shower area, they are greeted by yellowed shower curtains covered in numerous stains, floor and wall tiles with blackened grout, and thoroughly rusted fixtures including shower heads and drain covers. Back in the open concept dressing area, there is no option for privacy, and if visitors want to use a mirror, they must venture through an unmarked door in the hopes of it being a washroom.

The largest change that we are proposing is to retile the floors and walls of the shower areas in both the men's and women's change rooms. Additionally, we recommend that the existing stall frames and shower curtains be replaced with modern metal frames with fixed metal doors, to ensure that issues pertaining to sanitation remain minimal. Smaller adjustments, including mounting soap dispensers into each shower stall and replacing the shower heads are also recommended.

In the dressing areas, the installation of private dressing compartments will ensure that all potential customers of the St. James Athletic Facilities feel that their wide range of comfort needs are being respected. Additionally, the installation of mirrors and signs indicating washrooms would meet users' need for convenience.

Goal 2 – Improved Weight Room

The weight room itself has an impressive amount of space, however, the poor layout of the existing machines minimizes what the facility has to offer. Additionally, student feedback indicates that there is a need for more non-machine resources, including resistance bands, adjustable benches, medicine balls, and additional mirrors. Observable deficiencies in the weight room also include agility ladders, which are currently outlines in tape on the floor, heavy lifting resources as heavy lifting is currently not permitted, and organizational systems for loose materials such as interchangeable weight machine handles, which currently reside on the floor.

The most resource intensive upgrade the we propose be done in the weight room is that the existing rubber floors be replaced with new, gym specific foam flooring. The floors currently in place offer little resistance, which acts as both a safety hazard and a hindrance to the success of a workout. Additionally, we propose that the design and layout of the weight room itself be re-considered, to create a more function-oriented flow within the space by organizing the existing machines based on their function (i.e. cardio, free weights, leg machines, arm machines, etc.).

In an effort to ensure that users have access to the greatest number of resources possible, our team has compiled the figures for installing heavy lifting platforms that would mitigate and potential damage done to the floors by dropping weights. To improve sanitation, it is proposed that antibacterial tissue dispensers be installed and readily available throughout the weight room.

Finally, to ensure that all loose equipment in the weight room is properly cared for, it is suggested that a series of easily accessed storage units be assembled at the front desk of the weight room, where users can go to access the non-machine resources mentioned earlier, such as resistance bands, foam rollers, and agility ladders.

Goal 3 – Additional Student Services

In a survey conducted among George Brown College's St. James students, the average satisfaction rating of the athletic facilities' current services was a mere 53%. In that same survey, over 66% of participants said they would use a towel service if it were offered. The college already has functioning laundry services that are used on a daily basis for Varsity equipment and uniforms. Using the data collected regarding the current number of annual users, even if only 50% of those users elected to purchase towel service for a mere \$15 per term, which is significantly less than other academic institutions (KPE, 2019), the college could expect to earn an additional \$30,000 per term.

Alternatively, George Brown College currently charges each registering student \$49.05 for Athletics & Student Life Operations, which is mandatory and bundled into the total tuition fees. If the college were to increase that amount by only \$0.95, making the total fee \$50, the college would see an annual increase in revenue between all three campuses of approximately \$85,000. Should the extra funds be allocated specifically to the Athletic Facilities, an additional \$28,500 would be available for each campus, per term.

In either case, the additional revenue generated would presumably¹ equalize the incurred expense of increasing the operational use of the campus laundry facilities. Ideally, this revenue would exceed the amount required to fund the laundry facilities. If this were the case, any additional profit could be re-invested by the college into other existing student services, such as Counselling Services, Student Life, the Student Association, or Accessibility Services, all of which greatly benefit students.

Stakeholder Requirements

The involved stakeholders are the George Brown students/faculty members/staff/alumni, George Brown College, George Brown College's foundation/donors, the Ministry of Training, Colleges & Universities, the selected suppliers, and the contractor/renovation companies, *Cole Contracting* and *Lampert Renovations*.

¹ This is an estimate. Data detailing the actual operational costs of the laundry facilities is not available (Gordon, 2019).

	Stakeholders	Internal/ External	Company (if applicable)	Stakeholder Category	Contact Information	Must (Priorities)	Should (Nice to Haves)	Must Not (Deal- Breakers)
1.	George Brown students, faculty members, staff & alumni	Internal		Project users	Newsletter through Jyann Callender, media relations manager, 416 415 5000 (ext 3159)	Restricted, authorized access, clean & modern upgrades	Increased accessibility	Decrease resources, provide faulty equipment
2.	George Brown College	Internal		Project sponsor & manager	416 415 2000	Made to reflect the user's feedback	Broaden equipment variety & increase revenue	Discriminate against or discourage users
3.	GBC's Foundation/ donors	Internal		Customer/client	416 415 2000 (ext. 3083)	Remain within estimated budget & provide project transparency	Receive acknowledgement for donation of funds	Use funds for resources with no benefit
4.	Ministry of Training, Colleges & Universities	External		Customer/client & project sponsor	416 325 2929	Benefit students' well-being	Result in increased enrollment	Distract from academic studies
5.	Supply providers/ companies	External	Rogue Canada, Amazon, Uline, Home Depot, Towel Supercentre, Wayfair, Ikea, Junkit!, Global Industrial	Project team & subject matter experts		Pay for supplies/ equipment in advance of receipt	Extended agreement for future purchases	Poorly review equipment
6.	Renovation companies	External	Cole Contracting Lampert Renovations	Project team & subject matter experts	416 693 4455 416 787 4925	Approved construction permit	Extended agreement for future partnerships	Breach contract or interfere with renovation process

The George Brown students, faculty members, staff and alumni are the project users who will be directly benefiting from the project's goals. The project must maintain the facility's restricted accessibility to authorized users, as well as present a visible improvement to the modernity of the facilities. The project should increase accessibility to potential customers. The project must not utilize faulty equipment, or decrease the already existing resources.

George Brown College can be identified as the project sponsor and manager who is responsible for approving, facilitating and initiating the project. The project must reflect the users' desires, interests and suggestions. However, it must not be designed in such a way that discriminates or discourages its users from taking advantage of its resources. It is nice to have a variety of equipment that is tailored to each user's needs, and to have increased revenue.

George Brown College's foundation & donors can be classified as the customer/client due to their monetary support to the school. The project must remain within the estimated and planned project budget, and there must be transparency throughout the project process. However, the project must not allocate resources that will not benefit the school. In addition, the project should acknowledge the donors in promotional material.

The Ministry of Training, Colleges and Universities falls under the customer/client and project sponsor categories. They are responsible for distributing provincial funds, and developing and administering policies for post-secondary schools. As a stakeholder, they prioritize the well-being of students, so provincial funding must be directly invested in resources that will be beneficial. In

addition, the project should have the ability to attract more incoming students. However, the upgrade must not distract students from their academic responsibilities.

The project's suppliers are the project team and subject matter experts, as they are responsible for executing the project plan and contributing their knowledge about the most suitable gym equipment for the project. For requirements, the project must provide advance payment for the equipment, and the project should offer an extended contract for future purchases. Though, the project sponsor & manager must commit to only positively reviewing the customer experience, and must not negatively review their customer experience.

The contractors & renovation companies, Cole Contracting and Lampert Renovations are referred as the project team and subject matter experts, who are responsible for executing the specialized tasks within the project. The project must provide an approved permit to begin renovations, and it must not attempt to change contractors after the agreement has been signed. Additionally, it is nice to have an extended agreement to continually be the primary renovation contractor for George Brown College.

Short-Term Deliverables

Many of these short-term deliverables will be immediately observable following the proposed facility upgrade. Improved sanitation and spatial design in both the weight room and the change rooms will result from the physical changes made. With appropriate promotion, additional revenue from towel service may be observable immediately.

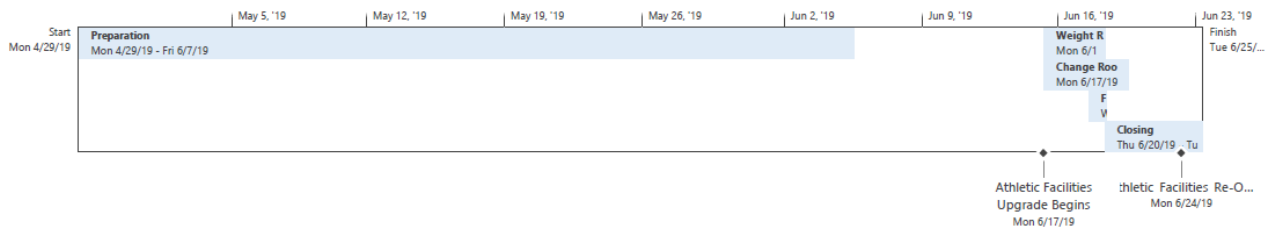
- ✚ Improved functional layout of the weight room
- ✚ Additional revenue stemming from optional towel service
- ✚ Increased usership
- ✚ Improved sanitation in weight room & change rooms

Long-Term Deliverables

The long-term deliverables identified below are those that are expected to be observed in the near years following the proposed upgrade. These key deliverables directly facilitate George Brown College's *Master Campus Plan*, by integrating the goals and values established by the college into the everyday workings on the physical campus, ultimately showcasing the college's strengthened resolve towards the wellbeing of its students.

- ✚ Improved student academic records
- ✚ Improved academic reputation as a result of greater student success
- ✚ Improved student services as a result of increased revenue
- ✚ Stronger competitive edge over other academic institutions as a result of improved student services & the promotion of healthy lifestyles

Schedule



This project is proposed to take place over 42 days during the summer term. Preparation for the physical upgrade has been organized throughout 30 business days beginning April 29th, 2019, to ensure ample time for both the ordering of and receipt of the necessary materials. Upgrades to the weight room are projected to take place over a 4-day period, while the upgrade to the men's and women's change rooms will take 5 days to complete, both between June 17th and June 21st, 2019. After the upgrade has taken place, our team has established that the facilities should re-open the following Monday June 24th, and any outstanding invoices for either materials or work performed should be paid within that week.

Controlling

In an effort to ensure that the key milestones laid out in the Project Plan² are achieved, the project team will evaluate whether the projected dates and corresponding timelines are met. Budget analysis will be conducted primarily throughout the execution phase of the project, by maintaining strict records of the hours worked by each member, and costs spent to date on material resources. Additionally, stakeholders will be notified of key dates within the project, such as the commencement and end dates, and will be provided with a method to contact the Project Manager should they require clarity on any items throughout the project's duration.

² See Appendix 2 for a detailed Project Plan

Budget

Our team has evaluated the potential costs for both materials and work resources throughout the duration of this project, including the team designing the project throughout the Defining, Planning & Closing phases of the project, as well at the resources required for the Execution phase of the project. The total material costs³ amount to \$31,257.26, while work resource costs amount to \$16,658.69. Based on that valuation, the contingency reserves, if assumed to be 10% of the project cost, will be \$4791.60, and management reserves are estimated to be \$5270.75 – 10% of the total cost baseline. The total project budget is \$57,978.30.

						AVAILABLE	ACTUAL	Under(Over)
Total						\$100,000.00	\$ 57,978.30	\$ 42,021.70
WBS	Task	Labor		Materials	Labour Cost	Budget	Actual	Under(Over)
		Hrs	Persons Assigned					
AA	Preparation					\$ 54,315.95	47,915.95	5,000.00
AA.1	Choose Suppliers	96.00	1.0	\$20.00	\$1,920.00	\$ 42,018.26	\$ 40,618.26	\$ 1,400.00
AA.2	Choose Start Date for Upgrade	32.00	2.0	\$41.00	\$1,312.00	\$ 2,120.00	\$ 1,920.00	\$ 200.00
AA.3	Notify Users of Selected Start Date	3.00	1.0	\$19.00	\$57.00	\$ 1,512.00	\$ 1,312.00	\$ 200.00
AA.4	Get Renovation Quotes	24.00	1.0	\$20.00	\$480.00	\$ 257.00	\$ 57.00	\$ 200.00
AA.5	Select Contractors & Sign Contracts	8.00	1.0	\$22.00	\$176.00	\$ 680.00	\$ 480.00	\$ 200.00
AA.6	Place Material Orders	24.00	2.0	\$39.00	\$936.00	\$ 376.00	\$ 176.00	\$ 200.00
AA.7	Receive Supply Orders	112.00	2.0	\$40.00	\$4,480.00	\$ 32,393.26	\$ 32,193.26	\$ 200.00
AC	Weight room					\$ 4,680.00	\$ 4,480.00	\$ 200.00
AC.1	Remove Existing Equipment	6.00	3.0	\$72.90	\$437.40	\$ 4,680.00	\$ 2,469.03	\$ 2,000.00
AC.2	Remove Existing Rubber Flooring	7.00	2.0	\$47.60	\$333.20	\$ 637.40	\$ 437.40	\$ 200.00
AC.3	Dispose of Old Flooring	3.00	1.0	\$47.60	\$142.80	\$ 533.20	\$ 333.20	\$ 200.00
AC.4	Install New Foam Flooring	9.00	3.0	\$72.90	\$656.10	\$ 342.80	\$ 142.80	\$ 200.00
AC.5	Return Equipment to Weight Room	5.00	3.0	\$66.60	\$333.00	\$ 856.10	\$ 656.10	\$ 200.00
AC.6	Install Storage Units at Front Desk	3.00	1.0	\$24.30	\$72.90	\$ 533.00	\$ 333.00	\$ 200.00
AC.7	Unpack New Equipment & Store	2.00	1.0	\$19.00	\$38.00	\$ 272.90	\$ 72.90	\$ 200.00
AC.8	Replace Water Fountain	6.00	2.0	\$48.60	\$291.60	\$ 238.00	\$ 38.00	\$ 200.00
AC.9	Install New Floor-Ceiling Mirrors	3.00	2.0	\$48.60	\$145.80	\$ 491.60	\$ 291.60	\$ 200.00
AC.10	Install Wall-Mounted Tissue Dispensers	0.75	1.0	\$24.30	\$18.23	\$ 345.80	\$ 145.80	\$ 200.00
AD	Change rooms					\$ 218.23	\$ 18.23	\$ 200.00
AD.1	Remove Existing Shower Frames	4.00	3.0	\$75.00	\$300.00	\$ 5,437.50	\$ 3,237.50	\$ 2,200.00
AD.2	Remove Shower Tiles (Floor & Wall)	9.00	3.0	\$75.00	\$675.00	\$ 500.00	\$ 300.00	\$ 200.00
AD.3	Remove Existing Drain Covers	1.00	1.0	\$25.00	\$25.00	\$ 875.00	\$ 675.00	\$ 200.00
AD.4	Dispose of Debris	2.00	1.0	\$25.00	\$50.00	\$ 225.00	\$ 25.00	\$ 200.00
AD.5	Lay New Wall Tile	11.00	3.0	\$75.00	\$825.00	\$ 250.00	\$ 50.00	\$ 200.00
AD.6	Lay New Floor Tile	7.00	3.0	\$75.00	\$525.00	\$ 1,025.00	\$ 825.00	\$ 200.00
AD.7	Install New Drain Caps	2.00	1.0	\$25.00	\$50.00	\$ 725.00	\$ 525.00	\$ 200.00
AD.8	Install New Shower Stalls	5.00	4.0	\$100.00	\$500.00	\$ 250.00	\$ 50.00	\$ 200.00
AD.9	Replace Shower Heads	0.50	1.0	\$25.00	\$12.50	\$ 700.00	\$ 500.00	\$ 200.00
AD.10	Install Dressing Compartments	4.00	2.0	\$50.00	\$200.00	\$ 212.50	\$ 12.50	\$ 200.00
AD.11	Hang Mirrors	1.50	2.0	\$50.00	\$75.00	\$ 400.00	\$ 200.00	\$ 200.00
AE	Finishes					\$ 275.00	\$ 75.00	\$ 200.00
AE.1	Fill tissue dispensers	0.33	1.0	\$14.00	\$4.67	\$ 727.17	\$ 127.17	\$ 600.00
AE.2	Sweep & Dust	4.00	2.0	\$28.00	\$112.00	\$ 204.67	\$ 4.67	\$ 200.00
AE.3	Hang Bathroom Door Signs	0.75	1.0	\$14.00	\$10.50	\$ 312.00	\$ 112.00	\$ 200.00
AF	Closing					\$ 210.50	\$ 10.50	\$ 200.00
AF.1	Pay Invoices	24.00	3.0	\$61.00	\$1,464.00	1,664.00	1,464.00	200.00
Reserves						\$ 10,062.35		
Contingency Reserve (10% of Actual Project Cost)						\$ 4,791.60		
Cost Baseline (Project Cost + Contingency Reserve)						\$ 52,707.55		
Management Reserve (10% of Cost Baseline)						\$ 5,270.75		
Total Projected Cost (Cost Baseline + Management Reserve)						\$ 57,978.30		

³ For a detailed analysis of material resource costs, see Appendix 5.

Risk Analysis

A variety of potential risks have been identified within various stages of this project.

Risk		Risk Event Description	Probability of Occurring	Impact	Priority	Response
1	Items not delivered	Variety of suppliers can result in delayed delivery, or no delivery at all	1/4	3/4	Low	Mitigate - order products far enough in advance that there is "buffer" time to correct
2	Event of injury to any contractor or member of staff during upgrade process	Someone facilitating the moving process becomes injured due to heavy lifting, something falling, or something breaking, etc	3/4	4/4	High	Avoid - evaluate working environment to ensure all safety precautions are being taken, mechanical tools available when necessary
3	Elevator malfunction	Heavy load in elevator and elevator gets stuck	2/4	2/4	Intermediate	Mitigate - arrange to have technician on site to address any issues that arise
4	Incomplete deliveries	Materials missing parts	1/4	3/4	Low	Mitigate - order products far enough in advance that there is "buffer" time to correct
5	Incorrect items ordered	Wrong items being ordered in preparation stage	1/4	3/4	Low	Avoid - ensure detailed list of required resources is provided to team members responsible for placing orders
6	Incorrect deliveries	Correct items ordered but wrong items delivered	1/4	3/4	Low	Mitigate - order products far enough in advance that there is "buffer" time to correct
7	Work required exceeds schedule estimates	Underestimated amount of time needed to complete project	3/4	4/4	High	Avoid - overestimate time required to complete project tasks
8	Insufficient materials ordered	Underestimated amount of material resources needed for upgrade (specifically for change room renovation)	3/4	3/4	Intermediate	Avoid - overestimate material resources required
9	Unreliable contractors	Contractors late to or absent from job	2/4	4/4	Intermediate	Mitigate & Transfer - hire reputable contracting companies with references, sign contracts prior to project start
10	Unreliable suppliers	Suppliers not providing accurate quotes	2/4	3/4	Intermediate	Mitigate - purchase materials from reputable suppliers with positive customer reviews
11	Quality of materials delivered is poor	Materials incorrectly advertised as better quality than actual	1/4	4/4	Low	Transfer - obtain warrantee/garauntee from suppliers on quality of products

The identified risks that are of high priority include the potential for injuries to arise during the upgrade process to any member of our team, and that the work required to complete the entire upgrade will take longer than the proposal's schedule estimates.

In order to eliminate these risks, to the best of our ability, we have chosen to utilize the Risk Avoidance strategy. In regards to the potential of on-site injuries, the best way to avoid this occurring is to ensure that proper moving equipment is secures for the heaviest items prior to the project start, and to additionally ensure that protective equipment such as dust masks and steal toed boots are being worn by all members of the team when they are involved in project work.

The second risk of high priority is that our team's schedule estimate does not allot enough time to successfully complete all tasks required in the upgrade. In order to avoid this issue arising, we have designed the project plan to have all physical upgrade work conclude on Friday June 21st, however, the facilities are not scheduled to re-open until Monday June 24th, which provides the team with 2 additional days to resolve any unpredicted issues, or complete any incorrectly scheduled tasks.

Quality & Stakeholder Assessment

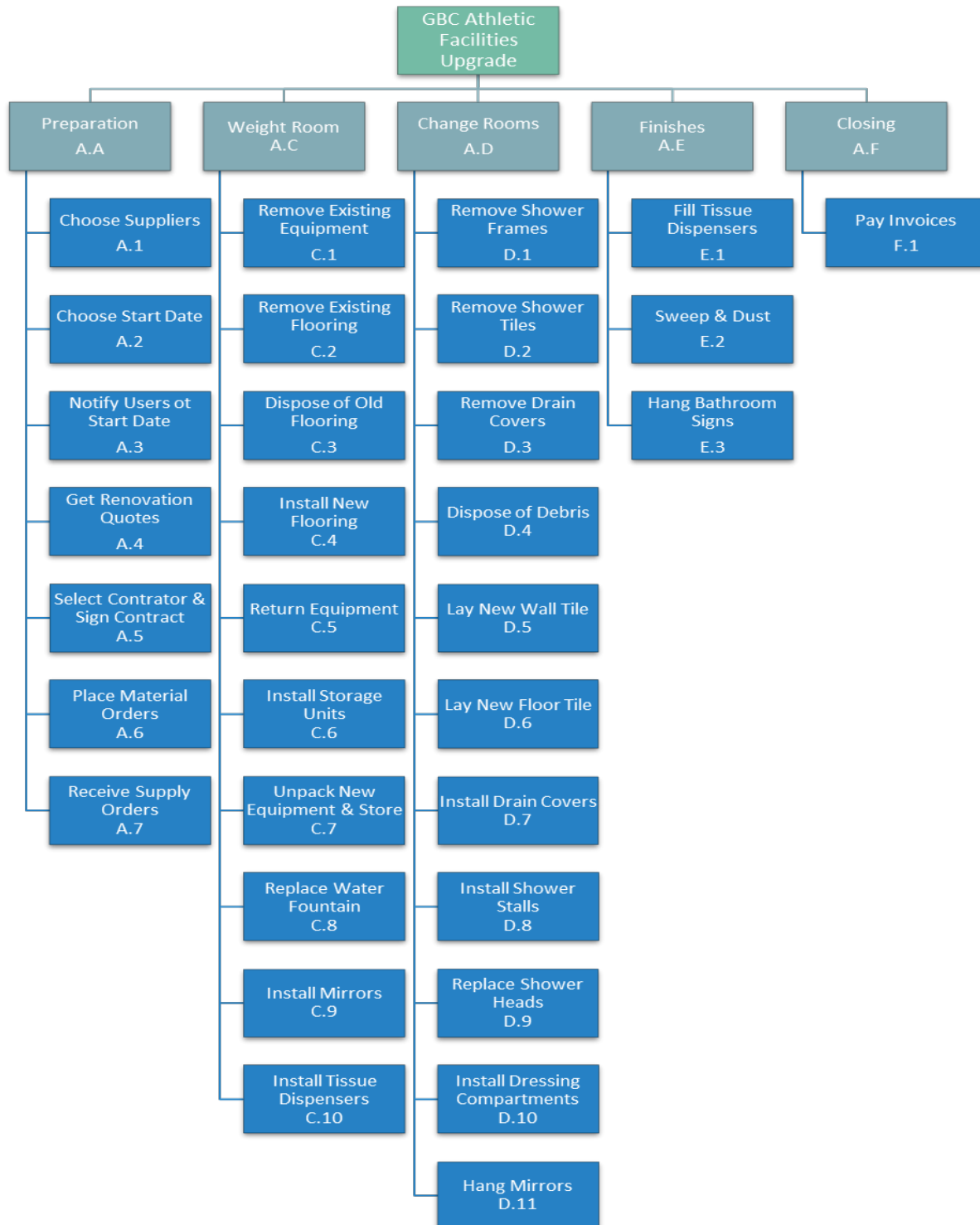
In order to evaluate how successfully the George Brown College Athletic Facilities Upgrade meets stakeholders' expectations, and provides services of the highest possible quality, our team proposes that a series of follow-up surveys be made available to said stakeholders. Primarily, the users of the Athletic Facilities should be connected within the months following the upgrade, requesting feedback on the improvements made, and an assessment of satisfaction levels similar to the assessment conducted in preparation for this proposal.

Additionally, fiscal evaluations of revenue can be utilized to assess whether the implementation of a towel service has benefited both users and the college itself, along with its other student service departments, such as Student Life and Counselling Services. In an effort to delve further into student needs, the college could investigate whether students feel that funding goes to the resources they value most, whether they be Accessibility Services, or the Tutoring and Learning Centre. The college presumably has the ability to ensure that additional revenue from this particular project be funneled directly into other areas that the student body considers priorities as, after all, the students and other facility users are the greatest benefactors of this project.

The quality of the upgrade itself can be evaluated by collecting data throughout the useful lifetime of the equipment purchased, analyzing how frequently repairs or replacements must be made, and connecting those adjustments to the suppliers that were used. By evaluating this connection, the college ensures that it is aware of any quality concerns relating to particular distributors, and can subsequently avoid using those distributors in future endeavors.

Appendix

Appendix 1 – Work Breakdown Structure



Appendix 2 – Project Plan

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names
A	GBC Athletic Facilities Upgrade	41.28 days	Mon 4/29/19	Tue 6/25/19		
A.A	Preparation	30 days	Mon 4/29/19	Fri 6/7/19		
A.A.1	Choose Suppliers	12 days	Tue 4/30/19	Wed 5/15/19		GBC - Resource Manager
A.A.2	Choose Start Date for Upgrade	4 days	Mon 4/29/19	Thu 5/2/19		GBC - Project Manager,GBC - Schedule Manager
A.A.3	Notify Users of Selected Start Date	3 hrs	Fri 5/3/19	Fri 5/3/19	4	GBC - Communications Manager
A.A.4	Get Renovation Quotes for Change Rooms	3 days	Thu 5/16/19	Mon 5/20/19	3	GBC - Resource Manager
A.A.5	Select Contractor & Sign Contract	1 day	Tue 5/21/19	Tue 5/21/19	6,4	GBC - Project Manager
A.A.6	Place Material Orders	3 days	Thu 5/16/19	Mon 5/20/19	3	All Partitions and Parts[1],Amazon[1],GBC - Budget Manager,GBC - Quality Manager,Global Industrial[1],Harbour City Supply[1],Home Depot[1],Ikea[1],Junk It![1],Lowe's[1],Rogue Canada[1],Towel Supercentre[1],Uline[1],Wayfair[1]
A.A.7	Receive Supply Orders	14 days	Tue 5/21/19	Fri 6/7/19	8	GBC - Resource Manager,GBC - Quality Manager
A.B	Athletic Facilities Upgrade Begins	0 days	Mon 6/17/19	Mon 6/17/19		
A.C	Weight Room	3.47 days	Mon 6/17/19	Thu 6/20/19		
A.C.1	Remove Existing Equipment	6 hrs	Mon 6/17/19	Mon 6/17/19		Cole Contracting - Contractor 1,Cole Contracting - Contractor 2,Cole Contracting - Contractor 3
A.C.2	Remove Existing Rubber Flooring	7 hrs	Mon 6/17/19	Tue 6/18/19	12	Cole Contracting - Contractor 4,Cole Contracting - Contractor 5
A.C.3	Dispose of Old Flooring	3 hrs	Tue 6/18/19	Tue 6/18/19	13	Cole Contracting - Contractor 4,Cole Contracting - Contractor 5

A.C.4	Install New Foam Flooring	9 hrs	Tue 6/18/19	Wed 6/19/19	12,9,13	Cole Contracting - Contractor 1,Cole Contracting - Contractor 2,Cole Contracting - Contractor 3
A.C.5	Return Equipment to Weight Room	5 hrs	Wed 6/19/19	Thu 6/20/19	15	Cole Contracting - Contractor 4,Cole Contracting - Contractor 5,GBC - Design Coordinator
A.C.6	Install Storage Units at Front Desk	3 hrs	Wed 6/19/19	Thu 6/20/19	15	Cole Contracting - Contractor 1
A.C.7	Unpack New Equipment & Store	2 hrs	Thu 6/20/19	Thu 6/20/19	9,17	GBC - Design Coordinator
A.C.8	Replace Water Fountain	6 hrs	Mon 6/17/19	Tue 6/18/19	12	Cole Contracting - Contractor 2,Cole Contracting - Contractor 3
A.C.9	Install New Floor-Ceiling Mirrors	3 hrs	Wed 6/19/19	Thu 6/20/19	15	Cole Contracting - Contractor 2,Cole Contracting - Contractor 3
A.C.10	Install Wall-Mounted Tissue Dispensers	45 mins	Thu 6/20/19	Thu 6/20/19	16	Cole Contracting - Contractor 2
A.D	Change Rooms	4.88 days	Mon 6/17/19	Fri 6/21/19		
A.D.1	Remove Existing Shower Frames	4 hrs	Mon 6/17/19	Mon 6/17/19		Lampert Renovations - Contractor 2,Lampert Renovations - Contractor 1,Lampert Renovations - Contractor 3
A.D.2	Remove Shower Tiles (Floor & Wall)	9 hrs	Mon 6/17/19	Tue 6/18/19	23	Lampert Renovations - Contractor 2,Lampert Renovations - Contractor 3,Lampert Renovations - Contractor 4
A.D.3	Remove Existing Drain Covers	1 hr	Tue 6/18/19	Tue 6/18/19	24	Lampert Renovations - Contractor 1
A.D.4	Dispose of Debris	2 hrs	Tue 6/18/19	Tue 6/18/19	25	Lampert Renovations - Contractor 2
A.D.5	Lay New Wall Tile	11 hrs	Tue 6/18/19	Thu 6/20/19	25,9	Lampert Renovations - Contractor 1,Lampert Renovations - Contractor 3,Lampert Renovations - Contractor 4
A.D.6	Lay New Floor Tile	7 hrs	Thu 6/20/19	Thu 6/20/19	27,9	Lampert Renovations - Contractor 1,Lampert Renovations - Contractor 2,Lampert Renovations - Contractor 3
A.D.7	Install New Drain Caps	2 hrs	Fri 6/21/19	Fri 6/21/19	28,9	Lampert Renovations - Contractor 4
A.D.8	Install New Shower Stalls	5 hrs	Fri 6/21/19	Fri 6/21/19	29,9	Lampert Renovations - Contractor 1,Lampert Renovations - Contractor 2,Lampert Renovations - Contractor 3,Lampert Renovations - Contractor 4
A.D.9	Replace Shower Heads	0.5 hrs	Fri 6/21/19	Fri 6/21/19	29,9	Lampert Renovations - Contractor 1

Appendix 4 – Resource Overview

Work Resources					
Company	Position	Start Date	End Date	Hours of Work	Rate of Pay
Cole Contracting					
	Contractor 1	6/17/2019	6/20/1019	18.00	\$24.30/hr
	Contractor 2	6/17/2019	6/20/2019	24.75	\$24.30/hr
	Contractor 3	6/17/2019	6/20/2019	24.00	\$24.30/hr
	Contractor 4	6/17/2019	6/20/2019	15.00	\$23.30/hr
	Contractor 5	6/17/2019	6/20/1019	15.00	\$24.30/hr
Lampert Renovations					
	Contractor 1	6/17/2019	6/21/2019	28.50	\$25.00/hr
	Contractor 2	6/17/2019	6/21/2019	32.50	\$25.00/hr
	Contractor 3	6/17/2019	6/21/2019	36.00	\$25.00/hr
	Contractor 4	6/17/2019	6/21/2019	27.00	\$25.00/hr
	Contractor 5	6/19/2019	6/19/2019	5.50	\$25.00/hr
George Brown College					
	Project Manager	4/29/2019	6/25/2019	64.00	\$22.00/hr
	Resource Manager	4/30/2019	6/25/2019	256.00	\$20.00/hr
	Communications Manager	5/3/2019	5/3/2019	3.00	\$19.00/hr
	Budget Manager	5/16/2019	5/25/2019	48.00	\$19.00/hr
	Schedule Manager	4/29/2019	5/2/2019	32.00	\$19.00/hr
	Quality Manager	5/16/2019	6/7/2019	136.00	\$20.00/hr
	Design Coordinator	6/19/2019	6/20/2019	7.00	\$19.00/hr
	Athletics Staff 1	6/19/2019	6/20/2019	4.33	\$14.00/hr
	Athletics Staff 2	6/19/2019	6/20/2019	4.75	\$14.00/hr

Appendix 5 – Cost Overview

Task Cost Breakdown

COST DETAILS

Cost details for all top-level tasks.

Name	Cost	Work	Duration
Preparation	\$40,618.26	467 hrs	30 days
Athletic Facilities Upgrade Begins	\$0.00	0 hrs	0 days
Weight Room	\$2,469.03	103.75 hrs	3.47 days
Change Rooms	\$3,237.50	129.5 hrs	4.88 days
Finishes	\$127.17	9.08 hrs	0.82 days
Closing	\$1,464.00	72 hrs	3 days
Athletic Facilities Re-Open	\$0.00	0 hrs	0 days

Material Resource Costs

Room	Equipment	Supplier	Cost	Notes
Change Room				
	Shower - Metal Frames	All Partitons and Parts	\$3,478.00	8 shower frames
	Shower - Wall Tiles	Lowe's	\$2,395.20	\$4.99/SqFt x 480 SqFt
	Shower - Floor Tiles	Home Depot	\$476.80	\$2.98/SqFt x 160 SqFt
	Shower - Soap Dispensor & Refill	Uline	\$445.00	8 push despensors and 9 refills
	Shower - Drain Covers	Home depot	\$87.92	8 drain covers
	Showerheads	Home depot	\$131.68	8 showerheads
	Bathroom Signs	Amazon	\$51.00	1 male, 1 female, 1 gender neutral & wheelchair assessible
	Mirrors	Amazon	\$1,134.00	6 wall mirrors
	Dressing Compartment	Harbour City Supply	\$1,670.00	2 3-stall dressing room partitions
Subtotal			\$9,869.60	
Main Hall				
	Bathroom Signs	Amazon	\$22.91	posts above where the changerooms/washrooms are
	Water Fountain	Global Industrial	\$1,409.00	water fountain with refill water bottle station
	Lockers	Uline	\$2,835.00	3 6 tier lockers
Subtotal			\$4,266.91	
Weight Room				
	Foam Floor Tiles	Uline	\$2,865.00	15 cases of 25 2x2 foam gym floor tiles
	Mirrors	Wayfair	\$5,017.33	6 floor to ceiling mirrors
	Heavy Lifting Platforms	Rogue Canada	\$981.00	3 olympic lifting platforms
	Adjustable Benches	Rogue Canada	\$4,260.00	6 Multi purpose benches
	Storage Units	Ikea	\$439.88	2 metal storage units
	Shelving Units	Ikea	\$675.96	2 stackable storage units available to lock
	Agility Ladders	Amazon	\$47.96	4 12 rung agility ladders
	Multiuse Hangers	Rogue Canada	\$115.14	3 8" hangers for weight equipment
	Shower Towels	Towel Supercentre	\$297.00	240 Plain white towel
	Towels - Storage Bin	Home Depot	\$102.48	2 15 gallon bucket on wheel to hold towels
	Slam Balls	Rogue Canada	\$335.00	Variety of weighted slam balls
	Resistance Bands	Rogue Canada	\$364.00	Resistance bands in varying weight resistances
	Equipment Wipes	Uline	\$950.00	5 cases of antibacterial wipes (4 rolls of 700 sheets per case)
	Equipment Wipe Dispensers	Uline	\$171.00	3 wall-mounted anibacterial wipe dispensers
Subtotal			\$16,621.75	
Other				
	Dumpster	Junk It!	\$499.00	5-7 day dumpster rental for renovation debris
Total Cost			\$31,257.26	

Lessons Learned

Keiran

Throughout this project, it became overwhelmingly clear how vital consistent communication is between group members. While each member was responsible for an individual section of the proposal, the sections were interdependent and all contained information vital to the evolution of the others. A lack of communication lead to issues when it came time to consolidate all of the information needed for the report, which created extra work in the final stages. Additionally, I personally have a difficult time delegating tasks, and this project, specifically my group members, provided me with an experience where I grew comfortable with the prospect of not taking all tasks on. My group members were communicative, present, and reliable, which helped me grow with respect to trusting my peers. I feel that the greatest lesson I learned throughout this project was that it can be very beneficial to push my own boundaries in an effort to expand my skill set.

Karen

In project management, communication is the one of the most essential components that connects the entire project together. Because all sections of the project are interdependent, we must be able to communicate with each project member to determine the next steps in the planning process, in which facilitates teamwork. In the planning process, there are constant demands for approvals in order to begin the next steps. In doing so, it encourages coherent transition from the beginning to end. In addition, the ability to research constitutes to majority of the project. To find the most efficient and cost-effective materials and/or organizations, we have to be able to compare and contrast which materials/organizations will be able to help optimize the success of the project.

Molina

I've learned that in project management when you get a project you might think that it's just a simple snap of the fingers and it's done but when you actually start getting into the project it's so much more. The lesson that I've learned the most is that projects take more time then you would expect and more time then you would want. The hours that it takes is really something that I've learned to appreciate and the patience that I've gained is a lesson that I have learned.

Lovedeep

Before this project, I think that it's very easy to plan and initiate any project plan. But after this project, I learned how many things and activities are involved in a project. To successfully complete project, it is important to make best schedule for activities and organize funds in more efficient way. After completing this project, I think now am able to understand process of project and how it has to be done with best outcome.

Audrey

This is the first time I had taken part in a project and to be honest, it is actually helpful for me to improve my knowledge. Before doing this project, I thought that holding an event is simple, but now I realize that I'm wrong. It takes long time for us to complete the project and I cannot say which part is the most important in a project because they're all related. By doing this project, I can clearly understand the theories which I studied in class.

Ibeth

Teamwork always leaves us great experiences and learnings; In this project specifically i learned how smart and how hard we can work as a group when we have an organized plan, follow the plan and being organized with it we can meet goals both as a group but also individually, skills as listen and share our ideas, and confidence in my partners are the main gains that I got.

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