Citizen Services

Community Led Construction Projects Manual

April 1, 2021

Edmonton

Community-Led Construction Manual

Chapter 1: Getting Ready for a Community-Led Construction Project

Building, renovating, or updating community amenities can strengthen community connections as well as improve neighbourhoods. With the City of Edmonton's support, community groups can take the lead on designing, building and operating neighbourhood amenities.

Everyone benefits from a successful community-led project. In addition to building an amenity that is needed in their neighbourhood, community members who lead the way on the project are also helping to:
● build strong community connections
● develop leadership skills within the community
● enhance their community and help build a great city

The whole City of Edmonton benefits when a community group steps up to lead a project in their neighbourhood. Many of our city's future leaders develop their leadership skills through local projects, as they work to build support for amenities that serve their community.

A community-led project taps into the local needs and interests of residents. This local focus helps the City of Edmonton discover and support the best of what it means to be part of our dynamic, growing city.

SIDEBAR: If you are already familiar with the City's project process and just want to get started on your project, skip to the next chapter.

If you need to learn more before you decide if this process is right for your community group, please keep reading this introduction.

Types of projects

The City's collaborative process applies specifically to community-led projects that will be:
● initiated, built and operated by a community group
● built on City of Edmonton property or in City-owned spaces
● managed through a licence or lease agreement with the City

The City classifies projects as Basic, Intermediate, or Extensive, depending on the project's complexity and risks.

From raised garden beds to rinks and beyond

This manual outlines the process for projects that can be as simple as installing a deck or renovating an ice rink to projects that require considerably more planning, such as developing a community building.

Every community-led construction project begins with the vision and commitment of a group of volunteers who are prepared to take on the challenge of managing their project from start to finish and beyond.

How the collaborative process works

Community-led projects are a great way for communities to discover what matters to the people who live in their neighbourhood. They are also a good way for the City and the community to collaborate in supporting projects that serve the diverse interests of Edmontonians. City staff will guide the community group through its initial proposal and then provide oversight until the project is complete.

Throughout this process, City staff assigned to the project will also guide the community group in working with other City branches and external groups that will need to be involved at certain times with community-led projects.

Community-led projects begin with a proposal from the community group. From the outset, the City of Edmonton assigns staff to support the community group's efforts to:
● submit their initial project proposal
● manage the project—from strategy to concept, design, build and operate
● raise funds to pay for the project and seek support from the community it will serve
● meet legal requirements, obtain permits and approvals
● operate and maintain the facility

Sources of project funding

The community group is responsible for raising 100% of the project cost. Typically, community groups raise funds for their project through:
● grants from the City of Edmonton
● grants from other sources identified by the group and the Liaison
● fundraising activities and events
● sponsorships
● individual donations

Ready or not?

Community groups can prepare to lead the process by:
● building a relationship with their City Liaison
● asking other community groups about lessons learned from similar projects
● forming a team to share volunteer responsibilities
● inviting community members with specific skills and experience to join the team
● reviewing the process outlined in this manual

Community groups should also have the following processes in place:
● a clear mandate and goals that the group agrees to pursue and that the community/ neighbourhood supports
● bylaws that allow the group to undertake the kind of project they have in mind
● registered status as a not-for-profit group that is eligible to apply for grants as well as accept donations and sponsorships
● good financial management practices
● general liability insurance
●   funding to support initial studies and plans, if the project is extensive

Setting up for a successful community project
Community groups can learn a great deal from talking to other groups about how they approached their projects. City liaisons and project managers also gather lots of wisdom from guiding community groups through the process.

How projects succeed

Providing leadership
- commitment from community group's board
- clear project vision and goals
- engaged stakeholders
- realistic expectations for funding and project timeline
- well-researched business case; careful assessment of risks
- good access to resources: volunteers, funding, sponsorship

Managing the project
- careful short- and long-term planning
- consistent internal communication
- engaged community contact and public messages
- strong documentation; clear contracts
- careful monitoring of project scope, schedule and budget
- right people hired based on skills and experience

People who make the process work

Community projects are always a team effort. This manual describes, in detail, the roles and responsibilities of the team members who make the whole process work (see chapter 8: Roles & Responsibilities).

Project collaborators

A community-led project is a collaboration between three groups of people:
- **community group** leaders and community members: These are volunteers who agree to lead and work on the project
- **project professionals**: These are paid consultants and contractors the community group hires to manage and build the project
- **City employees**: These are staff who provide project support and oversight

Community groups

For community-led construction projects, the City defines a community group as a not-for-profit organization formed to further community, recreation, sport, arts, cultural or social objectives. This definition includes groups such as:
- community leagues
- minor and specialty sport organizations
- arts and multicultural organizations
- Indigenous and seniors organizations

Successful projects depend on building the right team from the start, either by inviting new members to join the board or by setting up a sub-committee to take on the project. These decisions will be different for every group and every project. The specific roles and responsibilities of project members are described in more detail in chapter 8 (Roles and Responsibilities).

Project professionals

Successful community projects depend on a great deal of skill and experience. Many community groups have board and committee members who have experience in the construction industry or in project management. Their knowledge and perspectives can give groups a valuable advantage. However, community projects often require more time and expertise than volunteers can offer their communities.

Depending on scope and scale of specific projects, a community group may need to hire professionals such as:
● a project manager (PM) who
  ○ makes sure the work is completed on time and on budget
  ○ oversees hiring professional services and purchasing project materials.
  ○ supports the group's interests
● a prime consultant who designs the project
● a contractor who completes the project's construction

City of Edmonton employees

The City assigns employees to work with the community group throughout the project. Their role is to help the group understand the overall process, anticipate issues, and meet requirements necessary to complete a successful project.

In the months or years it takes to complete a typical project, the community group will connect with various City employees, including those who process permits, review plans and provide technical advice.

The City delivers its primary support through the following:
● **CoE Liaison:** employees assigned to guide the community group through the process and supports their efforts to meet project requirements
● **CoE Project Managers:** employees assigned to provide support and oversight during the concept, design and build phases of the project

Chapter 2: Guiding a Project Through Five Phases

Guiding a project from start to finish is a journey of many steps. The City's project management process follows five phases to set projects up and keep them on track for success.

This process uses reliable and familiar project management tools to support careful planning and clear decisions. This is also the process the City of Edmonton uses to manage its own projects. City employees are familiar with the process and are available to help community groups use it to guide community-led projects.

Flexibility gives the project management process its power. The Strategy and Concept phases use checkpoints to help community groups refine their initial idea and identify steps needed to move their project forward. Each phase is designed to suit the project's scale and adjust to the project's scope and details in its unique context.

Strategy ⟩ Concept ⟩ Design ⟩ Build ⟩ Operate

First step: Submit a project proposal

Every community-led project that involves City of Edmonton property must begin with a proposal. The City's Project Proposal form asks for a brief description of the project idea, the proposed location(s), and why the project is needed. The proposal must state a clear purpose for the project: to address an issue or improve a condition.

The Strategy phase guides community groups through the process of submitting their initial proposal and then refining their project idea. See Chapter 3 for details on submitting a proposal for assessment to your city liaison.

The City of Edmonton's project classification

The City classifies projects by scope, complexity and risk (see Table 1).

A project's classification will be used with the Project Proposal Assessment and guide the level of detail needed in the business case. Significant changes in the scope or complexity of the project may change its classification and business case requirements.

Basic project	Intermediate project	Extensive project
- Small size and scope - Low complexity (only one trade needed) - Few stakeholders - No major constraints - Low level of risk - Limited impact to group's - operations	- Medium size and scope - Moderate complexity (more than one trade) - Several stakeholders - Some constraints - Medium to high risk - Some impact to group's - operations	- Large size and scope - High complexity (multiple trades involved) - Many stakeholders - Major constraints - High level of risk - Significant impact to group's - operations

For example:	For example:	For example:
- basic improvements to a facility or land - minor structural work - install solar panels - replace a sign - pre-built shed installed on a base structure	- minor facility expansion - significant abatement - upgrade major utility - redevelop rinks or courts - build or replace shed, shelter or gazebo - install electric signs - new or upgraded community gardens, irrigation	- new facility or major expansion - develop outdoor rink - build new outdoor courts - create new off-leash area

Ongoing project management habits

Throughout the project, community groups will work with City Liaison and project managers to keep the project on track. Four habits that help keep any project on track are:

- Test the project's limits
- Follow the project management process
- Connect with community and project stakeholders
- Follow the Plan–Do–Check–Approve model

Test the project's limits

An important project management step is realizing "this won't work" or "we're not ready (yet)." Although this can be a difficult moment, it can also help the community group discover a better approach, a more suitable project or less expensive option.

Follow the project management process

- **Strategy**: A clear strategy sets the project on track for success. It helps project leaders focus on their goal and identify the tools they will use to meet that goal. A successful strategy depends on realistic assessments of whether:
    - the group—and its community—is ready to take on the project
    - the project itself is well suited to the broader context of the group's mandate and the community's needs
- **Concept**: The project's detailed concept will only make sense if it builds on a clear strategy and anticipates the functional needs of the amenity and the people who will use it. In this phase, the community group might also rely on project professionals who will help them consider the project's risks, its viability and the group's options.
- **Design**: The project's design will only work if it supports the strategy, fits the concept and aligns cost estimates with the project's budget. The design phase sets practical limits and parameters for the build phase. A solid design also anticipates the amenity's practical demands as well as the needs of people who will use the amenity for years to come.

- **Build**: Successful delivery of the built project itself will rely heavily on careful planning and thoughtful decisions made in the first three phases. In the build phase, practical realities and timely responses to everyday challenges will take centre stage:
  - Financing and permits must be in place
  - Stakeholders must be kept informed
  - Deadlines must be met
  - The community group's project team and its project manager must be ready to monitor the project and review the project's costs, scope and schedule
  - At the same time, the project team must look ahead and prepare for the completed project's operational phase
- **Operate**: When the project reaches its final phase—when it moves from the dream it was to the everyday reality of a space or a place used and enjoyed by the people who live in the community—the operational success of the project will rest firmly on the foundation the community group put in place at every step of every phase. This phase never ends. With some luck and a lot of hard work, it will be the phase that rewards the community group's dedication.

Connect the project with the community

The success of any project depends on its connection with community members. Project leaders should choose a project that has been identified as a need in the community. A strong community connection can inspire the project's community group leaders to work together and meet the challenges of raising awareness and support for the project. Community connections are essential to raising funds, from individual donations to volunteer support to corporate sponsorships.

Any project that does not build its connection with the community is more likely to fail. Through all five project phases, community and stakeholder engagement is the key to delivering a project that will continue to inspire and sustain the life of the community.

| **PLAN** | **DO** | **CHECK** | **APPROVE** |
| Review and agree on requirements for Checkpoint | Complete required project work | Review work for quality and completeness | Checkpoint Approval |

Follow the Plan–Do–Check–Approve model

The City uses checkpoints to move community-led projects through the Strategy and Concept phases and prepare for the next steps in the project. The Plan, Do, Check, and Approve steps are a core habit to support project management and to help project leaders assess and confirm that the project is on track to succeed.
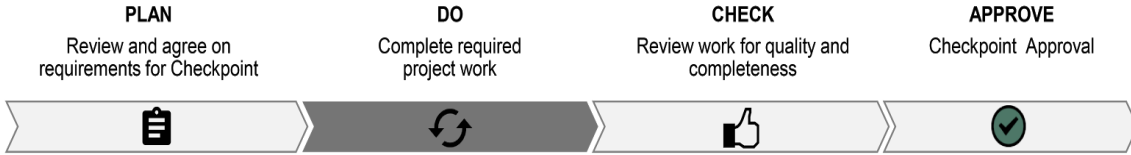
The Plan–Do–Check–Approve model is useful in every phase of the project. It can help keep the community group's project team focused and the project on track.

PLAN: The City employee outlines what task/deliverable the group must complete in the Strategy and Concept phases. The Municipal Improvement Agreement (MIA) sets out the plan for Design and Build phases.

DO: Complete the tasks.

CHECK: Check outcomes and deliverables for quality, completeness and readiness to move to the next phase.

APPROVE: City approves moving to the next phase. Community groups can use this step to ensure the project meets their group's expectations for due diligence and risk management.

PLAN	DO	CHECK	APPROVE
Review and agree on requirements for Checkpoint	Complete required project work	Review work for quality and completeness	Checkpoint Approval

Plan-Do-Check-Approve for Strategy and Concept phases: Once the "Do" tasks in the Strategy and Concept phases are completed, the community group will meet with the City Liaison and City Project Manager to review the checklist, which is then submitted to a City Director for approval.

Plan-Do-Check-Approve for Design and Build phases: A Municipal Improvement Agreement (MIA) is created when the project is ready to move from Concept to Design phase. The MIA outlines the requirements and roles and responsibilities for the Design and Build phases of the project. This manual assumes that the MIA is also the basis for the community group's planning in the Design and Build and phases. The lease or license guide ongoing operate and maintenance requirements.

Chapter 3: Launching Your Project (Strategy Phase)

In the Strategy Phase the the community group is supported by the City Liaison to:
- submit a project proposal for assessment and classification
- review the City's assessment and classification of the project
- learn more about the City's Park and Facility Development Process
- agree to tasks and deliverables for the Strategy phase

The City Liaison assigned to the project introduces the group to steps that will become familiar—and useful—parts of their project management framework.

This manual describes the process and includes a sample plan for each phase.

Submit a project proposal

The City's Project Proposal form asks for a brief description of the project idea, the proposed location(s), and why the project is needed. The proposal must state a clear purpose for the project: to address an issue, meet a need or improve a condition.

Project Proposal Assessment

City Liaison staff will assess the project idea, recommend next steps and work with community groups to refine their proposal. Some projects might face barriers that can be overcome in later phases, by obtaining permits during the Design phase, for example. Projects that pass the initial assessment will continue through the Strategy phase.

Some proposals will be assessed and found to have barriers that cannot be overcome; for example, if a project is proposed on land that is not owned by the City or on land that cannot be used for that purpose. In those cases, the City will recommend that the community group explore other options to meet the need they have identified.

The City considers the following in its assessment of the proposed project:
- land ownership
- zoning
- site conditions
- existing plans and agreements

The Project Proposal Assessment provides the group with important information and helps classify the project in one of four categories:
- **Not Viable** - These projects are not viable due to one or more factors are not eligible for the City's Park and Facility Development Process and do not proceed any further

- **Proceed with conditions and or permits** - These projects do not enter the Park and Facility Development process. These projects can proceed independently of the City's process and must meet conditions outlined in a letter to the Community Group
- **Viable Park and Facility Project** - The proposed project is viable at this early stage and can proceed to the Strategy phase of the City's Park and Facility Development Process
- **Maintenance Project** - The project is a maintenance project and can proceed as defined in the lease or license agreement that the group has with the City of Edmonton. The community group should use the City's assessment to refine the project proposal, if needed.
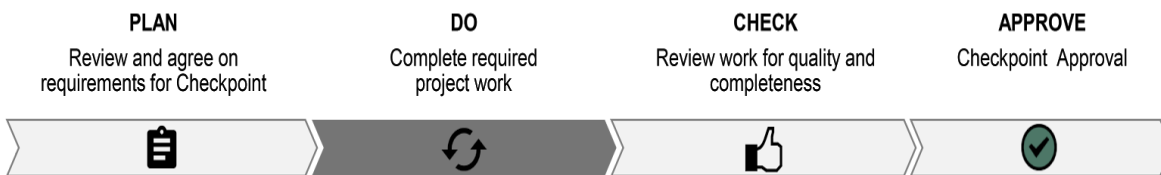
Strategy phase participants

- Community Group board and/or project committee
- City Liaison
- Project review team (City Representative & Community Group)

Strategy phase links

- Community - Led Strategy Phase Checkpoint 1 Package (LINK)
- Community - Led Business Case Part 1: Strategy (LINK)

Strategy phase "PLAN - DO - CHECK - APPROVE" steps

PLAN	DO	CHECK	APPROVE
Review and agree on requirements for Checkpoint	Complete required project work	Review work for quality and completeness	Checkpoint Approval

PLAN

The community group meets with their city liaison to:
- review the City's Project Proposal Assessment and the project's classification (Basic, Intermediate or Extensive)
- discuss the plan for this phase

The community group's City Liaison will identify tasks and deliverables that the group must complete in the Strategy phase, using the Checkpoint 1 package.

This initial meeting is designed to support the group's efforts to achieve project readiness and complete deliverables for the Strategy phase.

The City Liaison will provide an orientation/training to the committee members once the committee has been formed and will be responsible to support the group throughout the project.

DO

The community group will use the Community - Led Business Case Part 1 Strategy and Appendices to complete the tasks and deliverables including:

- Form a project committee
- Prepare Terms of Reference for the committee
- Write Business Case Part 1: Strategy - see page 54 appendix

Form a project committee

Even the most basic projects will place demands on a community group's time and experience. A basic project might well fall within the capacity of one or two individuals on the community group's board. A project committee is required for projects that will take considerable time and effort to complete where a dedicated project committee will be needed.

To set up a strong project committee, look for individual community or group members who bring diverse backgrounds, perspectives and skills to the committee. In particular, make sure the committee includes individuals who have financial and project management experience as well as solid community connections. As the project progresses, the committee and the board may need to rely heavily on their expertise and commitment.

If the project will depend on engagement from specific ages or interest groups in the community, consider recruiting committee members who know and understand the needs of those groups.

Committee terms of reference

Terms of reference is a tool that helps a newly formed committee focus on its main purpose. Typically, terms of reference will outline the committee's:

- purpose
- scope
- authority
- membership
- rules of order for meetings and decisions
- reporting structure within the community group

If the community group has formed a society for this project, the society's bylaws will serve as the committee's terms of reference.

Write the business case

The City's Business Case Part 1: Strategy template asks for the following information:

Project description

- Describe the project idea
- Define a high level budget goal that sets financial parameters for the project and establishes realistic expectations
- Describe the community group's fundraising strategy and identify funds anticipated from the Community Group and grants
- Schedule target dates for completing the project

Project goals and benefits/outcomes

- State the problem this project will address an issue, meet a need or improve a condition
- Set clear project goals (short term)
- Identify project outcomes or benefits (long term)

Strategic alignment

- Describe how the project aligns with the mandate and strategic goals of the community group
- Summarize the community need or strategic plan that generated this project idea:
  - Define the vision for the community group
  - Identify gaps between the current conditions (what is) and desired conditions (what should be)
  - Reference a community-based needs assessment or the community group's strategic plan
  - Describe how the project aligns with the mandate and strategic goals of the City

Needs assessment

- Use a project specific, activity based needs assessment to inform the design
- Focus on finding a solution to best meet stakeholders' needs rather than starting with a prescribed solution:
  - A needs assessment seeks input on desired activities or experiences rather than seeking input on specific construction ideas
- Describe the results of a needs assessment. There are many ways to collect data from community members and other stakeholders. Such as surveys, focus groups, open houses, social media polls, digital town halls or forums, virtual meetings, etc. It is important to gather information from as many people as you can, and from as many diverse populations as you can, to determine if there is a need for this project
- Attach activity based needs assessment results to the appendix

Context analysis

- Identify what other amenities, spaces and or places are available to the community to address this problem or improve the condition
- Describe what other groups are doing to address similar situations
- Describe how the project will incorporate learnings from other groups or trends or will complement other amenities in the area

Alternatives

- To further solidify the project idea, investigate and document potential alternatives for addressing the needs and priorities
- Identify the most preferred and viable option

Public engagement

Create a public engagement plan that clearly defines the project's stakeholders and indicates how they will be involved in making decisions through the project phases.

- For example, all park projects have an impact on the neighbourhood; the project classification guides whether the community group should engage the public (neighbourhood) in making decisions.
- Conduct initial public engagement activities based on the plan
- Summarize and share results of the public engagement in a What We Heard report.
- Use public engagement to:
  - advise and/or refine the project scope
  - advise and/or refine the proposed concept and plans
- Attach:
  - public engagement plan – see page 52 Appendix
  - What We Heard report

Community group profile

- Provide Community Group information:
  - mandate
  - structure – how the group is organized, current membership and project partners
  - assets – existing resources including facilities, programs, volunteers and finances

Appendices

- Activity Based Needs Assessment
- Public Engagement Plan and What We Heard Report
- Project Committee Terms of Reference
- Community group minutes with motion approving the Business Case and to move the project forward
- Letters of support

CHECK

When the City Liaison and community group are ready to check the deliverables for the Strategy phase, the City Liaison submits the Community - Led Strategy Phase Checkpoint 1 Package and the completed Community - Led Business Case Part 1 Strategy and coordinates the review team meeting to approve the project. The City's review team will review the Strategy deliverables for quality, completeness and readiness. The review team will include:
- the community group representative(s) who has signing authority
- City Project Manager & City Liaison
- City liaison supervisor
- other city or external representatives based on the complexity of the project

APPROVE

Once the City Liaison, liaison supervisor, community group and Project Manager have signed the check step of the Checkpoint 1 Package. The City Director approves, confirming that the Strategy is complete and the project can move to the Concept phase.

Chapter 4: Defining Project Details (Concept Phase)

In the Concept phase, the community group builds on their strategy and brings the project concept to life by:
- continue writing the business case to evaluate the project's feasibility
- identifying project risks and mitigation strategies
- hiring or designating a project manager and design consultant
- identifying stakeholder requirements
- setting goals and writing a plan for raising funds to pay for the project

The City Liaison will support the community group's efforts to develop a fundraising plan, get community members and the public engaged with the project and finish writing their business case (part 2 Concept).

The City Project Manager will:

- provide project support oversight, as needed, to ensure the community group completes the required tasks and deliverables including the development of concept plan and/or functional program
- work towards a draft Municipal Improvement Agreement (MIA) to move the project from Concept to Design phase
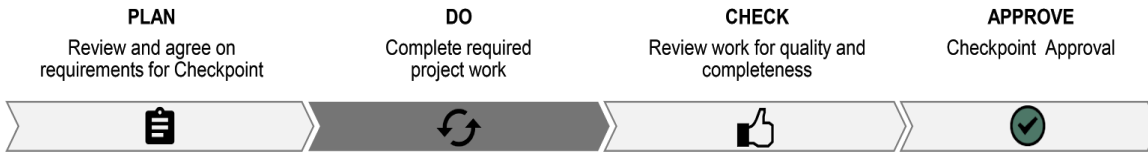
The Concept phase is guided by the Plan-Do-Check-Approve steps outlined below.

Concept phase participants

- Project Committee
- Project Manager and Design Consultant
- City Liaison and City Project Manager
- Other subject matter experts as required

Community - Led Concept Phase Checkpoint 2 Package see page 54 appendix

Concept phase plan do check approve steps

PLAN	DO	CHECK	APPROVE
Review and agree on requirements for Checkpoint	Complete required project work	Review work for quality and completeness	Checkpoint Approval

PLAN

The Community Group meets with City Liaison, liaison supervisor, City Project Manager and Supervisor to agree on the plan for this phase. This initial meeting helps ensure the group knows how to achieve project readiness. The review team signs the Checkpoint 2 readiness document to indicate they agree to the plan.

DO

Community group tasks for the Concept phase include:
- Hire or identify a Project Manager and Design Consultant where required
- Write Business Case Part 2: Concept (including, concept drawings, project and operating budgets)
- Commission studies as required to support project readiness, such as functional program, geotechnical, traffic and environmental studies
- Carry out the public engagement plan and continue to seek stakeholder feedback and support
- Resolve stakeholder concerns
- Review the draft Municipal Improvement Agreement (MIA) and discuss tasks and requirements with the City Project Manager

Identify a project manager

In the Concept phase, the community group identifies or hires a project manager. The group's project manager will be responsible for:
- making sure the project is completed on time, on budget, and within the scope approved
- manage the project through Concept, Design and Build phases

Some basic projects can be managed by an experienced committee member who has the skills, knowledge and capacity to take on the role of Project Manager. For more complex projects the Community Group is encouraged to hire a professional project manager. For information on hiring a project manager, see Section 8.0: Roles & Responsibilities.

Hire a design consultant

Depending on the complexity of the project, it is likely that the group will need to hire a professional design consultant. The design consultant—usually an architect, landscape architect or engineer - will understand the practical and technical considerations of designing and building an amenity that will support the program the community group has planned for the amenity. See Section 8.0 Roles & Responsibilities for job description and hiring information.

This design consultant will:
● consider how spaces will be used and how activities can be accommodated (see below: Functional Program)
● define specific requirements and provide concept drawings for the project and its spaces (see below: Concept Drawings)
● set out a scope of work, cost and schedule estimates for the Design and Build phases

The design consultant's cost estimate must be a Class 4 Estimate, which means it should be accurate within a range that allows for the project to come in anywhere from 30% lower than the estimate or 50% higher than the estimate. For example, if the estimate for the project is $100,000, the actual cost may be $70,000 to $150,000.

Write business case part 2: concept

Every project benefits from thinking through the steps that turn an idea into reality. The project concept will form the basis for decisions the group will make during the Design and Build phases.

Part 2 of the business case builds on the strategy and project description outlined in Part 1 and will include:

● detailed project description
● functional program, if one is required
● concept and pre-design drawings
● project schedule and cost estimates
● plans for fundraising and public engagement
● roles and responsibilities of project personnel
● operational impacts, plan and costs
● assessment of project risks and plans to manage risks

The business case might also include appendices such as:
● approvals (organizational minutes) and landowner
● public engagement what we heard report (results)
● concept drawings
● functional program
● project budget template
● operating budgets
● current bank statements
● annual financial statements
● budget and documentation for grant applications
● current project committee terms of reference

Project description

This section further defines the parameters of the project in more details than the brief description provided in part 1 Strategy. In point form, list the project elements including the planned haul route and laydown area.

Functional program

A functional program is the group's detailed description of how they plan to use, operate and maintain the amenity. Functional programs help the project manager and designer identify specific criteria for designing an amenity that will meet the community group's operational goals. This is a useful exercise for any level of project. It is an essential step for extensive projects.

Factors that affect the project's design include:
● services the amenity will provide and how those services will be delivered
● activities, special events and other uses that influence decisions about the size and configuration of spaces needed
● equipment needed to deliver the services and provide public amenities
● number of people who will occupy the space, such as staff and activity participants as well as others who use and visit the facility

A functional program equips the project team with information they need to:
● evaluate and compare proposed design solutions
● consider less costly or more practical design alternatives
● develop a budget and preliminary cost estimate for the project

Concept and pre-design drawings

Concept drawings show the proposed amenities on the site. The concept drawings reflect the scope or program that has been established through the concept phase.

Concept drawings illustrate:
● size, shape and scale of the proposed project
● orientation on the site
● other site features such as:
  ○ proposed and existing amenities
    ▪ parking
    ▪ landscaping
    ▪ pathways
  ○ site access
● construction-related features such as:
  ○ route for construction vehicles to access the site
  ○ temporary space for storage and staging of construction materials, supplies and equipment

The COE Project Manager may ask for additional details during the Concept phase, such as the location of existing trees, utilities, etc. This information request would depend on scope and scale of the project in order to reduce the number or length of City reviews required in the design phase.

Project and operating budgets

A strong business case relies on two types of budgets: project and operational. Both budgets rely on cost estimates that include a contingency to cover unexpected costs, price increases or other unknown factors.

Project budget: The project budget includes the cost of the entire project. It also sets out how the group plans to complete the project on budget and on time. As a rule of thumb, project budgets allow for:

● hard costs, which are construction costs such as materials and labour: 70 to 80% of the budget
● soft costs, such as consulting fees, permits, furniture, fixtures and equipment (FFE): 20 to 30% of the budget
● contingencies for unexpected costs

The community group's project manager will be able to assist in developing the budget.

The City's Cost Estimation Checklist [LINK] is a helpful tool for ensuring all project costs are considered.

Operating Budget: A realistic operating budget will help the community group understand whether the project they propose is economically viable for their community and their group. The operating budget will need to be updated as the project unfolds. For example, the group might need to consider how to generate revenue to pay for new operational expenses.

The operating budget should include:
● 12-month profit and loss projection, including assumptions used to estimate income and expenses
● 3 to 5-year balance sheet and income statement
● plans for setting aside a capital reserve to pay for repairing or replacing capital items (replacing a roof after 25 years, for example)

The City Liaison will be able to to assist in the development of the operating budget.

Project-specific studies

If studies are identified as a requirement during the plan step or through the City review during the concept phase, those should be initiated. These studies may include an environment impact assessment, geotechnical reports, traffic impact assessment based on the scope, scale or location

Public Engagement Plan (PEP)

The PEP first developed in the Strategy Phase should be revised as needed and continued to be implemented as this supports the project. The City Liaison will work with the Community Group to update this plan and will continue to support its implementation throughout the project. Community Group continues to update the results from the Public Engagement Plan in the What We Heard Report.

Draft and sign the Municipal Improvement Agreement

The MIA provides the framework for the next two project phases (Design and Build) by defining:
● project milestones reviews and approvals to manage project scope, budget, schedule and quality requirements

Concept review is completed after the business case is completed

The City Project Manager prepares and coordinates the project circulation to a variety of City and external partners that will provide comments and requirements that will be built into the MIA agreement. For

example, some projects will need to be reviewed by school boards or utility companies. The advice and conditions of stakeholders might also require the team to change some aspects of the project's concept, which might in turn affect project and operating budgets.

CHECK

When the City Liaison, City Project Manager and Community Group are ready to check the Concept phase deliverables, the community group will submit the Business Case Part 2 and Appendices for review. The review team members include:
● the community group representative who has signing authority
● Develop Project Manager and Project Manager supervisor
● City Liaison and Liaison Supervisor
● other city or external representatives, based on the complexity of the project

The review covers all proposed elements:
● budget
● construction costs
● project management and consultant fees
● site preparation and demolition
● permit fees
● contingencies
● timelines and resource capabilities
● functionality (ie will the project, as proposed, meet community needs/goals)

 At this point the community group may:
1. Proceed with the project as planned. All deliverables have been met and the group is ready to complete the Check Phase and seek Approval. OR
2. Revisit and revise the plans, to more appropriately stage the project and its intended goals. It is far less costly to change the concept now than once design has occurred. OR
3. Cancel the project.

Discuss and summarize lessons learned

Discuss and summarize lessons learned is a discussion with the community group about lessons learned through Strategy and Concept phases.

APPROVE

The approval process is completed in a meeting where the City Liaison, Liaison Supervisor, community group and City Project Manager, City Project Manager Supervisor meet to sign the Checkpoint 2 Package.

The City Director approves and signs the Concept Phase Checkpoint 2 Package and Municipal Improvement Agreement, which allows the group to enter the Design phase.

Chapter 5: Designing the Project (Design Phase)

In the Design phase the community group prepares the project for implementation by:
● working with the Project Manager and Design Consultant to prepare design and construction drawings
● making sure funds are in place to complete the Design phase, including permits and associated costs
● preparing for the Build and Operate phases
● following the Municipal Improvement Agreement

The project committee will work with a City Project Manager who specializes in supporting the Design and Build phases of the project.

City Liaison will continue supporting the community group to carry out its public engagement, ensure that funding is in place to build the project, and work through future agreements and operational details as required.

Design phase participants

● Project Committee
● Community Group Project Manager & Design Consultant
● City Project Manager and City Liaison
● Other City and external representatives and experts as required

Design phase plan do check approve step

The Municipal Improvement Agreement guides the project team through Plan, Do, Check and Approve steps in the Design phase. The Check and Approve steps in Design are completed when the Development and Building Permits are approved.

DO

● Commission design reports and estimates.
● Confirm the project budget and ensure funding is in place based on the updated estimate.
● Engage stakeholders in design development.
● Apply for development permit (if required).
● Commission final construction drawings.
● Apply for building, mechanical and electrical permits (if required)
● Coordinate utilities
● Plan for interim operation of current facility or programs

Commission design Drawings and Estimates

To develop design drawings the Community Group will build upon the functional program (where required) and concept plans and retain a Prime Consultant if the consultant has not been procured through the Concept Phase. The Design Phase gives the community group an opportunity to confirm that their Prime Consultant is aligned with the approved Concept and that services will be within budget. The development of the design drawings will also engage stakeholders as defined in the Public Engagement Plan.

Schematic Design Report: Utilizing the approved concept, the next refinement of design is Schematic Design. A schematic design report consists of:

● a site plan
● floor plans
● project elevation details
● overall project dimensions
● Class 3 estimate of construction costs (-15% to +35% accuracy)

Design Development Report : A design development report takes the design one step further by providing greater details and laying out:
● mechanical and electrical details
● structural and architectural details
● floor plans, sections and elevations with full dimensions
● specifications for doors and windows
● specifications for materials to be used
● Class 2 estimate of construction costs (-15% to +25% accuracy)
● design development drawings position the project to be ready to apply for a development permit

Confirm project budget and funding

Project funding must be in place before the project can move to the Build phase. The budget in the Design phase should include:
● Class 1 estimate of construction costs
● costs related to construction, such as consulting fees, permit fees
● cost of furniture, fixtures and building-related equipment, such as:
  o security systems
  o window coverings
  o appliances
  o audio-visual and office equipment
  o signage and wayfinding measures
  o janitorial and maintenance equipment
● interim programming costs such as relocation fees, space rental, equipment disposal or storage, and programming revenue losses
● cost of ongoing communication, public engagement and fundraising activities

Apply for a development permit

A development permit is required for new construction, renovations or changes to use of existing sites, to confirm that the proposed project meets the City of Edmonton's zoning bylaw. There is a fee for all permit applications.

The permit approves:
- use of the site for the proposed project
- the size and location of proposed buildings, structures or amenities
- criteria such as parking, landscaping and property appearance in the context of the neighbourhood

The Prime Consultant typically applies for the development permit on behalf of the community group, although the community group should also review and approve the submission.

Development permit process

For projects that don't require a Prime Consultant, staff at the Edmonton Service Centre are available to answer questions about how to complete the application. No appointment is necessary.

For Extensive projects, the City recommends a pre-application meeting before the community group applies for the permit. The City charges a fee for pre-application meetings. If the City requires major amendments before issuing a permit, a second application might be needed. If the permit requires additional improvements to the site, a second Municipal Improvement Agreement might also be needed.

The permit application includes a copy of the signed Municipal Improvement Agreement, to confirm the City's authorization for the community group to move forward through the Design phase.

Timeframe for receiving a development permit

The City's process for approving development permits takes anywhere from two weeks to two months, depending on the project's scope and complexity. After the permit is issued, some projects are also subject to a further 14-day notification period and the right of appeal.

Links for development permit application

www.edmonton.ca/developmentpermits
www.edmonton.ca/permitfees

Commission final construction drawings

Final construction drawings are a complete set of drawings and specifications that are the basis for:
- confirming that the group has funds in place to pay for construction
- inviting a Construction Contractor to provide a bid and build the project
- obtaining a building permit from the City

Construction drawings include a Class 1 cost estimate (-10% to +10% accuracy). A reliable estimate depends on the accuracy of the details captured in the construction drawings.

Community groups should allow adequate time for the drawings to be approved. Construction drawings for large, complex projects can take from 6 to 8 months to develop. During this time, the Design Consultant might need to make progress submissions and a pre-bid submission for the community group's review and approval.

Apply for building permit

Building permits ensure that the project meets the safety standards set out in the Alberta Building Code. A building permit is required for construction, alteration or demolition of buildings and structures, and for installing new signs.

The Prime Consultant typically applies for the building permit, although the community group should review and approve the submission.

Building permit process

A Plans Examiner from the City will review the construction drawings, noting infractions or asking questions about the design. The examiner's report might ask for more information or changes to the drawings. After the additional information is reviewed and the questions resolved, the permit is issued. The permit may be subject to conditions noted on the plans or on the permit itself.

After the permit is issued, construction may start. Inspections are done by Safety Codes Officers, depending on the type and scope of the project. A final building inspection will be done before an Occupancy Permit is issued (in the Build phase).

Timeframe for receiving a building permit

The length of time to approve a building permit depends on the scope and complexity of the project.

Links for building permit application

www.edmonton.ca/currentplanningforms
www.edmonton.ca/permitfees
www.edmonton.ca/designconstructionstandards

Apply for mechanical and electrical permits

Separate permits are required for work that must meet safety codes. These permits are typically applied for at the same time as the building permit itself.

The person who makes the application must be qualified to do this type of work. For example, mechanical permits are required for altering and installing plumbing, gas, heating and ventilation (including hydronic or hot water heating), as well as sewer and water services. Electrical permits are required for installing or altering a power service and for any electric wiring in a structure or on site.

Utility Coordination

To set up electricity, gas(heat), phone /data lines, water and sewer for the first time, or to make changes to existing services, coordinating utilities will be required. Review the terms of the license, lease or agreements with the City of Edmonton to understand the requirements or obligations.

Electricity

EPCOR provides installation of new electrical service or modifications to existing service lines. Details about what will be required are available on their website: www.epcor.com

Approximate timeline: the entire process can be 12 plus weeks from start to finish.

Gas (Heat)

ATCO provides installation of new gas service or modifications of existing service. Details about what will be required are available on their website: www.atcogas.com

Approximate timeline: apply 4 to 6 weeks before service is required.

Phone/Data/Fibre/Cable

Connect with the Community Group's chosen service provider to make arrangements for service installation.

Water and sewer

Details about what will be required for water and sewer are available on the City of Edmonton website: www.edmonton.ca/city_government/utilities.aspx

CHECK

Confirmation of full funding

Confirm that the deliverables identified in the MIA have been met.

APPROVE

The project is ready for the Build phase when all conditions of the MIA Design phase have been met.

Chapter 6: Building the Project (Build Phase)

This phase will begin when all of the requirements as defined in the Municipal Improvement Agreement have been met in the Design phase.

In the Build phase, the community group starts building their project by;

- requesting proposals (bids) to build the project
- hiring a construction contractor to oversee construction
- awarding the project contract to a construction contractor
- preparing for the Operate phase
- following the Municipal Improvement Agreement to guide Plan–Do–Check–Approve steps

The community group project committee is supported by a City Project Manager who specializes in supporting the Build phase.

Build phase participants

- Project Committee
- City Project Manager and City Liaison
- Community Group's Project Manager, Design Consultant and Construction Contractor
- Community Group's Lawyer
- Other City and external representatives and experts

Build phase Plan–Do–Check–Approve

The Municipal Improvement Agreement guides the Plan, Do, Check, Approve steps through the Build phase. This manual continues using the Plan - Do - Check - Approve headings to guide community groups in their ongoing role as project managers.

The lists of tasks and deliverables in this manual are examples only. At this stage, Extensive projects will have a Project Manager who will use a project management framework to guide the community group's efforts. For Basic and Intermediate projects, the community group might have a project committee or volunteer project manager who will guide the group through its project management steps.

DO

- Send out a request for proposals (tendering process)
- Negotiate and sign a contract with construction contractor after verifying insurance, bonds and Certificate of Recognition
- Manage the Build phase and oversee change orders
- Make progress payments
- Obtain Completion Certificates
- Prepare for Operate phase

- Review lessons learned

Build phase deliverables

- Tender document (RFP)
- Construction contract
- Change orders, as needed
- Transition to operate plan
- Operations and maintenance manuals and procedures
- As-built and record drawings
- Occupancy permit
- Project close-out binder for operations and maintenance

Request proposals from construction contractors

A tender document provides the details that construction firms will use to submit their bid to build the project. The main goal of tendering a project is to obtain goods, services, and construction in a timely manner and at the best value for the money through an unbiased process.

The tendering process is how the community group and its Project Manager will evaluate each bid and choose a Construction Contractor. Tender documents are also called Request for Proposals [RFP] The tender document is typically prepared by the Prime Consultant. This is a legal document that includes:

- an advertisement inviting contractors to bid on the project
- instructions to bidders
- criteria the Project Manager will use to evaluate and compare bids
- supporting documents such as drawings, specifications, photographs, reports
- the owner–contractor agreement
- labour and materials surety bond requirements
- other information needed to ensure that bids are complete and accurate

Choosing the best bid

The community group's Project Manager with representatives from the project committee will evaluate the bids and recommend awarding the project to the contractor best suited to deliver the project on time and within the budget. The successful bid must be below or at the community group's budget.

If the bid is higher than the amount budgeted, the group must decide whether to put the project on hold while raising more funds or modify the project to suit their budget.

Complete the construction contract

A formal contract must be agreed on before construction work can begin. The contract between the Community Group and Construction Contractor will confirm details such as:

- materials, labour, equipment and services the Contractor agrees to provide for the project
- the Construction Contractor's fee for overseeing the construction site and the build itself
- subcontractor bids for each trade

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- insurance, bonds, warranties and other certificates the Contractor must provide
- a formal procedure for handling change orders
- schedule and criteria for progress payments to the contractor

The group's Project Manager can help verify that the necessary insurance and warranties are in place. It is always a good idea to hire a lawyer to review a contract before signing it. See Section 8.0: Roles & Responsibilities for detailed information about setting up a contract for extensive construction projects.

Contract templates

Various organizations sell standard contracts and guides for different types of construction projects. For example, if the community group hires a construction contractor to design and build the project for a set price, a design–bid–build contract or Stipulated Fixed Price Contract, is a suitable template. This type of contract is based on a fixed price set before the project begins.

Links for contract templates

Edmonton Construction Association **www.edmca.com**

Canadian Construction Documents Committee www.ccdc.org

Insurance and bonds

Insurance and surety bonds are needed to protect the community group from financial risks related to building the project. Before signing a contract with the Construction Contractor, the group should verify that the contractor has the following in place:
- **general liability insurance** protects the community group from liability for property damage or bodily injury during construction
- **course of construction insurance** covers the cost of property loss or damage during construction
- **surety bond:** provides financial resources necessary to complete the project if the contractor becomes financially incapable of finishing the project as agreed
- **WCB clearance certificate**: verifies that the contractor and subcontractors have a WCB account in good standing

When the community group hires contractors or subcontractors, the group must have Workers' Compensation Board (WCB) coverage unless the contractor(s) have a valid WCB account. WCB coverage is essential to protect the community group from being sued by someone who is injured while working on the construction site.

Link for WCB coverage: www.wcb.ab.ca

Certificate of Recognition (COR)

In Alberta, a Certificate of Recognition (COR) confirms that the contractor's health and safety management system meets provincial standards. Requiring a COR as part of the construction contract provides added reassurance that the contractor will meet occupational health and safety standards.

Warranties

Warranties protect the community group against defects or failures within the warranty period. Typically, the construction contract will establish an overall warranty period of one year from project completion. During this time, the contractor will be responsible for fixing defects or deficiencies in the work, at the contractor's expense.

The contract can also specify warranties longer than one year for certain products or parts of the work (such as a roof).

Change orders

The contract will define how change orders will be handled. For example, the contract might state that a change order must be:
- made in writing
- agreed to by the community group and their Project Manager and the Construction Contractor
- based on description of the work to be done (or not done) and an estimate or firm price to be paid (or deducted) for the work

- The community group's Project Manager typically generates a change order that describes the new work to be done (or not done) and the price to be paid for this new work

Manage the build phase

After the construction contract is signed, the group's Project Manager will oversee tasks related to construction and administration of the project. Such tasks include:
- ensuring financing and permits are in place before excavation or construction begins
- keeping the community group and its membership up-to-date on the project's progress and timelines
- working with the Construction Contractor to coordinate and schedule utility hook-ups

Assign responsibility for work on the site

Alberta's Occupational Health & Safety Act requires project owners to work with a Prime Contractor. For the Build phase, the group must formally transfer (i.e., transfer in writing) the title and responsibility of Prime Contractor to the Construction Contractor.

The transfer is important at this stage because some complex construction projects involve multiple employers on the work site. The community group must assign a Prime Contractor to coordinate the health and safety systems of these various employers, even if their workers are not on the site at the same time. The Prime Contractor, who is the Construction Contractor for the Build phase, must do what is reasonably practical to make sure workers on the site comply with Alberta's Occupational Health and Safety Act.

Link for Alberta Occupational Health & Safety www.work.alberta.ca/occupational-health-safety/295

Site start-up meeting

Before construction begins, the Community Groups Project Manager will coordinate a formal project start-up meeting on the construction site. Attended by the Prime Contractor, Construction Contractor, Community Group's representative and City of Edmonton staff, the purpose of this start-up meeting is to:
- complete a pre-construction site inspection

- review the construction scope, schedule and cost
- ensure all project requirements will be met
- review how the Project Manager will process change orders and progress payments
- discuss how environmental and occupational health and safety requirements will be met
- discuss who will be responsible to take minutes to ensure that the key points and decisions are well documented and shared in a timely manner

Progress meetings

The Community Group's Project Manager should hold regular project status meetings to remain updated on the Construction Contractor's progress with items scheduled under the construction contract.

Make progress payments

The construction contract for the project sets out a schedule and criteria for making progress payments to the Construction Contractor. The community group should only make progress payments after the contractor:
- provides adequate documentation of the costs, and
- itemizes the work completed

The Alberta Builders Lien Act requires the project owner to withhold an amount equal to 10% of the value of completed work and furnished materials.

Substantial completion certificate

When the Construction Contractor decides that the work identified in the contract is substantially complete, the contractor issues a Substantial Completion Certificate (SCC).

Alberta's *Builders' Lien Act* says that a contract (or subcontract) is substantially complete when:
- the work (or a substantial part of it) is ready for use or is being used for the purpose intended
- the work is capable of completion or correction at a cost of not more than:
  o 3% of first $500,000 of the contract price
  o 2% of the next $500,000 of the contract price and
  o 1% of the balance of the contract price

After the Construction Contractor posts the SCC, the community group, accompanied by its Project Manager and the Prime Consultant, will
- inspect the site to confirm that the work is substantially complete as defined in the *Builders' Lien Act*
- release the major lien holdback to the Construction Contractor within 45 days, as required by the Act
Even though the project is substantially complete, there will likely be some incomplete or deficient work. At this time, the Project Manager will compile a list of deficiencies to be corrected by the contractor, along with an associated value to be withheld until the deficiencies are corrected.
Link for Alberta Builders' Lien Act: www.qp.alberta.ca/docments/acts/b07.pdf

Prepare for the operate phase

With construction underway, the community group must continue start preparing to operate the completed amenity. This is a significant task that the group has started in the concept and design phases and completes during the construction phase.

The steps in this transition include:

- ordering, receiving and installing furniture, fixtures and equipment (FFE)
- building on the operating plan from the Business Case Part 2
- developing a management plan for the amenity
- writing policies and procedures for operating the amenity
- creating a maintenance schedule for the amenity

Receiving and installing the FFE will need to be coordinated with the Construction Contractor.

Commission the project

Commissioning ensures that the finished project operates as it was intended. Through this process, the Prime Contractor (Construction Contractor) and Project Manager will ensure the community group learns how to operate and maintain the amenity. Methods for transferring this knowledge to the group include:
- product demonstrations and training on new equipment
- equipment documentation
- operations and maintenance manuals
- record drawings
- a project close-out binder

Gather project documentation

The Project Manager and Prime Consultant have responsibilities for helping the community group transition to their operation phase. These responsibilities include:
- review the operation and maintenance manual(s) provided by the Construction Contractor. Operations and Maintenance manuals:
  - define the requirements and procedures for operating and maintaining the amenity
  - include drawings, manufacturer's literature, certificates and other specialist data
- review the Construction Contractor's as-built drawings and revise the drawing to issue record drawings
  - as-built drawings identify on-site changes made to the original construction documents
  - record drawings are a fresh set of drawings that include any changes made on site

The Project Manager will forward documents as follows:
- two paper copies and an electronic copy of the Operations and Maintenance manuals to:
  - the Community Group
- copies of the as-built and record drawings to:
  - the Community Group
- a copy of the record drawings to:
  - the City of Edmonton Project Manager

The Community Group must have a mechanism for safe and permanent storage for this information. safely and permanently. Future board members and employees will need these records for reference and for corporate memory.

Obtain and post the occupancy permit

The frequency of inspections by City of Edmonton Safety Code Officers is based on the type and scope of the project. For the final building inspection, Safety Code Officers will decide if the project complies with the terms and conditions of the Building Permit and Alberta Building Code. At this time the City will issue an Occupancy Permit.

Conditions for the occupancy permit might include details such as the maximum number of people allowed to occupy the building, and some of its rooms, at one time. It is important to:

● post the Occupancy Permit where everyone who uses the amenity can see this information
● store a copy of the permit in a safe place for future reference

Accept the Construction Completion Certificate (CCC)

Once the Construction Contractor has completed the outstanding work and deficiencies noted during Substantial Completion, notification is provided to the Project Manager for inspection. The Community Group, Project Manager and Prime Consultant complete an inspection with the construction contractor to certify that the work in the contract is complete.

The Project Manager will issue a Construction Completion Certificate (CCC) after the Construction Contractor certifies that the work is complete as approved by the Community Group. Forty-five days after the CCC is issued, the community group will release the minor lien holdback.

If the site inspection shows the work is not yet complete, the Project Manager will note the deficiencies. The Construction Contractor must fix these deficiencies, after which another inspection is needed before the final lien holdback can be released.

CHECK
Evaluate the project and lessons learned

At the conclusion of the Build phase, City staff will meet with the Community Group to evaluate the project and lessons learned throughout the process. This evaluation builds on lessons from the Concept phase. The purpose of this evaluation is to help the City improve its development process for parks and facilities. Community groups will have an opportunity to provide and receive feedback on the process.

Chapter 7: Operating the Amenity (Operate Phase)

In the Operate phase, the community group focuses on:
- ongoing operations and maintenance of the amenity
- reconciling financial details and completing final reports
- signing documents that make sure terms and conditions are in effect

Operate phase participants
- Project Committee, Community Group Board of Directors and Employees
- Project Manager (Community Group)
- City Liaison

Operate phase steps

PLAN & DO

Tasks required for the Operate phase include:

- Finalize and sign agreements to support operations
- Reconcile the project's financial accounts
- Submit final reports to fulfill grant requirements
- Review policies and agreements for using the amenity

Operate phase deliverables

- Project close-out binder for operations and maintenance

CHECK

- Identify defects or failures that the Construction Contractor and others must remedy under warranties

Celebrate

- Celebrate the project's completion with an official grand opening
- Recognize donors and funders

Sign agreements related to operations

With the project complete, other agreements will start to take effect that are needed to occupy and use the amenity. The Community Group should review each agreement and understand the terms and conditions outlined in each agreement.

These might include:
● maintenance contracts
● property and equipment leases
● licences ie. licence of occupation
● terms and conditions for activities and uses of the space
● rental agreements

Reconcile and submit financial reports

The Community Group and Project Manager will need to complete and sign off the final financial reports for the project itself. Financial reconciliations and reports needed upon the project's completion include:
● reports to the Community Group itself: internal finances related to generating revenue and reporting expenses related to the project itself
● reports to granting agencies: project expenses and reporting obligations related to grants received
● reports to sponsors: as a courtesy or a requirement, reporting how sponsored items, services, and donations are used in the project

Review policies and agreements for using the amenity

As part of commissioning the amenity, the Community Group will:
● review and update its policies and procedures for using the amenity
● review and sign agreements with individuals or groups who plan to use the amenity

Monitor the completed amenity for defects

As part of its ongoing operations, the Community Group or the manager in charge of the amenity should continue to monitor the amenity for:
● deficiencies or defects that the Construction Contractor must fix within the one year warranty period
● warranties on furniture, fixtures and equipment purchased for use in the amenity

Chapter 8: Roles and Responsibilities

Volunteers are the driving force behind most community projects. When a community-led project involves construction, the community group with the vision to lead the way must look beyond its membership and community volunteers for support and expertise.

This chapter outlines the main roles and responsibilities involved in any project. For basic projects, one person or one team might fill roles that are filled by professional consultants in a more complex project.

Community group roles & responsibilities

Role

As the project owner, the community group is ultimately accountable for all deliverables and for seeing the project through to completion. The community group's board and project committee are accountable for the project and for making sure that the project is supported by the community. This role can belong to the group's board of directors or to a committee formed in the Strategy phase.

Responsibilities

- Set up a project committee of community group members who will work directly on the project.
- Appoint project committee members who will:
  o write a terms of reference for the project committee
  o act as the group's key contact with the Project Manager and City staff
  o attend design and construction meetings
  o report concerns to the project committee

- Hire a Project Manager or designate a Project Manager within the project committee to lead the project from concept to completion
- Work with the Project Manager to write a business case that:
  o identifies the outcome the project is meant to deliver
  o describes project requirements
  o outlines plans to engage the public
  o outlines a funding plan
  o defines an operations plan that reflects the project's scope and purpose
- Ensure that the project complies with:
  o Standards, policies and guidelines (zoning bylaws, design and construction standards, Corporate Tree Management Policy etc.)
- Secure funding for the project, provide budget oversight and be accountable for managing the project's finances.
- Review and approve:
  o all deliverables before submitting them to the City
  o all change orders and changes in project scope, schedule and budget
- Assign Prime Contractor designation to Construction Contractor, to ensure occupational health and safety oversight on the construction site.

- Ensure the business case includes a plan for operation and maintenance tasks that reflect the project's scope for the Operate phase.

Negotiate and sign agreements

- Sign the Community Group's Municipal Improvement Agreement (MIA) with the City of Edmonton
- Approve and sign contracts negotiated with the Project Manager, Prime Consultant and Construction Contractor and other professionals needed for the project
- Community group retained professionals

Depending on the scope and scale of the project, the Community Group is responsible for hiring professionals to guide them through the Concept, Design and Build phases. These decisions are key to the overall success of the project. A Project Manager is accountable directly to the community group, takes the burden off of the community group and provides invaluable expertise to the project.

The Project Manager will then be responsible for hiring a Prime Consultant and Construction Contractor, with the group's approval.

Hiring a Project Manager

Qualities to look for in a Project Manager include:
- expertise in guiding and delivering the kind of project you plan to build
- capable of providing leadership to the project committee and professionals who design and build the project
- experience in providing diligent project oversight, such as:
  - controlling competing interests
  - assessing project risk
  - anticipating and avoiding cost and schedule overruns
  - overseeing procurement of services and materials
  - always check references and if possible ask for recommendations from other community groups

A good rule of thumb is to allow 3% of the total construction budget for project management fees. This will vary depending on the project's scope and complexity.

Create the job posting

To recruit the best person to fill the position, it is a good idea to create (or work from a template) a job description that outlines:
- project background
- Project Manager's main tasks and responsibilities
- qualifications required (e.g., Project Management Professional designation)
- application requirements such as resume, references, candidate's proposed approach to the project, and fee for service

Recruit and hire the Project Manager

- Post the job opportunity on a site that advertises Project Management positions, such as the Project Management Institute of Northern Alberta
- Interview and select a candidate

Links: Project Manager Procurement; www.pminac.com

Negotiate a contract

The Community Group should have a lawyer review all contracts it signs for the project. This agreement with the Project Manager should clearly state that the services to be provided by the Project Manager during the Concept phase will require City approval prior to moving forward with the other phases. The agreement between the Community Group and PM should describe:

- services the Project Manager agrees to provide
- reporting relationship between the Project Manager and the Community Group
- whether the group will pay the Project Manager a percent of the total project cost or a fixed fee for the whole project
- insurance coverage required

Meet for project orientation

It is useful to begin the Project Manager's relationship with the Community Group by holding a project orientation meeting, to review:
- terms of their agreement
- work completed to date
- project assumptions, expectations, constraints and risks
- roles and responsibilities
- reporting structure

Hiring a Prime Consultant

The Project Manager will lead the effort to recruit and hire a Prime Consultant, with input and approval from the Community Group.

The Prime Consultant is in turn responsible for retaining employees or subcontractors to provide the expertise needed to deliver designs that meet the project's objectives.

Issue a Request for Proposals (RFP)

To engage the best prime consultant for the project, the Project Manager will typically send out a request for proposal(s). The RFP should outline:
- project background, budget and timeline
- phased approach to project management and City approval
- consultant qualifications, such as design and technical expertise
- proposal requirements for Concept, Design and Build phases:
  - project understanding
  - project delivery and schedule
  - sub-consultants
  - project fee
- criteria for evaluating proposals, such as:
  - professional expertise, firm experience and team members

o   compatibility, creativity, project approach, commitment to schedule and budget

Choose a Prime Consultant
- The RFP can be posted on the Alberta Purchasing Connections website [Alberta Purchasing Connection](#)
- The Project Committee and PM evaluate the proposals, selecting the successful bidder based on the evaluation scoring.
- Project Manager checks references and other mandatory requirements before awarding the contract.

Links: Prime Consultant Procurement: Lists key competencies for a prime consultant

- [www.consultingarchitects.ab.ca](#) : See RFP template
- [www.aaa.ab.ca](#): See directory of members
- [www.apega.ca](#): See directory of members and RFP templates

Negotiate a contract

The Community Group should have a lawyer review all contracts it signs for the project. The first agreement with the Prime Consultant should clearly state that the services to be provided by the Prime Consultant during the Concept phase will require City approval prior to moving forward with the other phases The project will require approval by the City before it can move on to the Design phase.

To negotiate the fee for consulting services, refer to industry standards for scope of services and fee schedules. Information from the Consulting Architects of Alberta and the Consulting Engineers of Alberta will help the project committee identify a reasonable fee structure.

The agreement between the Community Group and Prime Consultant should describe:
- scope of services, fees and fee payment schedule
- reporting relationship between the Community Group and Prime Consultant
- insurance coverage required

Meet for project orientation

Begin the Prime Consultant's relationship with the Community Group by holding a project orientation meeting to discuss:
- terms of their agreement
- work completed to date
- project assumptions, expectations, constraints and risks
- roles and responsibilities
- reporting structure

Be sure to include the Project Manager in this meeting and discussion.

Hiring a Construction Contractor

The Project Manager and Prime Consultant will lead the effort to recruit and hire a Construction Contractor, with input and approval from the Community Group.

The Construction Contractor is in turn responsible for hiring employees or subcontractors to provide the expertise needed to build the project as specified by the Prime Consultant.

Issue tenders

Tendering is the process commonly used in the construction industry to seek competitive bids for providing the goods and services needed to build a project.

To engage the best contractor for the Build phase, it is typically the Prime Consultant who issues the tender documents. Tenders are legal documents that identify the project's requirements and outline criteria for awarding the contract, including a specific date and time for submitting the bid.

Tenders can be issued to:
● all potential bidders
● all firms that indicate an interest in bidding
● a limited list of preferred bidders, also called an invitation to bid

Award the contract

Criteria for awarding the contract are set out clearly in the tender documents. For projects built with public funds, the bids are open and awarded publicly, based on the criteria indicated, such as:
● Lowest Bid wins the project: price is the deciding factor.
● Best Value Bid defines criteria beyond price; for example, bidder's history, reputation, record are also used to decide who wins the project.
● Qualification selection requires bidders to submit qualifications; the most qualified firm is then selected to bid and negotiate project scope, schedule, budget and fees.

Links:Prime Consultant Procurement: Lists key competencies for a prime consultant

Consulting Architects of Albertawww.consultingarchitects.ab.ca : See RFP template

The Alberta Association of Architects www.aaa.ab.ca: See directory of members

Association of Professional Engineers and Geoscientists of Albertawww.apega.ca: See directory of members and RFP templates

Alberta Association of Landscape Architecture www.aala.ab.ca: See Find an LA or LAT

Negotiate a contract

The Community Group should have a lawyer review all contracts it signs for the project. The contract must be negotiated and signed before any work can begin on the project. The Edmonton Construction Association (www.edmca.com) has standard contracts and guides available for purchase. These are industry standard contracts issued by the Canadian Construction Documents Committee.

Contracts for design–bid–build projects

For certain kinds of projects, the design–bid–build approach is best. In this contract, the Construction Contractor agrees to build the entire project for a single, pre-agreed fixed price or lump sum. A suitable contract template for this approach is a Stipulated Fixed Price Contract.

Meet for project orientation

After the contract is signed, the Project Manager arranges a construction site start-up meeting. This is the first of several formal meetings at which minutes should be taken. Project participants who should attend are:
● Construction Contractor
● Project Committee
● Prime Consultant
● City of Edmonton staff

The purpose of this meeting is to review:
● project scope, schedule and cost
● environmental and occupational health and safety requirements
● how change orders and progress claims will be processed
● roles and responsibilities
● project assumptions, expectations, constraints and risks
● reporting structure

Project Manager's roles & responsibilities

Role

The Project Manager works for the Community Group as a contractor. On the group's behalf, the Project Manager guides the project through its planning phases and the transition from building to operating the project. The Community Group delegates the following responsibilities to the Project Manager.

A committee member within the Community can volunteer as the Project Manager. The decision to have a volunteer designated as the Project Manager should be made with consideration to the scope and complexity of the project and the volunteer's experience, skills and availability.

Key responsibilities

Project oversight

● Work with the group to define the project's:
  o scope and purpose
  o milestones and deliverables
  o budget and timeframe
● Work to deliver the project:
  o within the group's budget
  o within the timeframe agreed on
  o within the scope and quality stated
● Identify and manage project risks
● Monitor and report on progress to the group and its stakeholders
● Ensure the project meets occupational health and safety requirements

- Evaluates the quality and completeness of work completed
- Provide documentation to support transferring from one phase to the next

Project management

- Plan and manage the steps needed to complete the project including understanding tasks and resource requirements
- Understand and follow project requirements outlined in the City's Plan Do Check and Approve checklists and MIA
- Communicate with all parties and provide a clear channel for communication between all parties in the project
- Hire a Prime Consultant and a Construction Contractor suited to the project
- Coordinate tasks and resource requirements, site meetings and inspections, in conjunction with the Prime Consultant and Construction Contractor
- Manage and implement project changes and change orders to ensure the project remains within its budget, timeframe, scope and objectives

Project administration

- Coordinate administrative tasks such as:
  - permit applications
  - insurance and liability protection
  - payment of fees and release of funds
- Coordinate installation of utilities
- Coordinate procurement and delivery of Furniture, Fixtures and Equipment (FFE)
- Develop and maintain project documentation to ensure a smooth transition to maintaining and operating the amenity

Prime Consultant's role & responsibilities

Role

The Prime Consultant's role is to coordinate the team that designs the project and to support the Construction Contractor's efforts to build the project. The Prime Consultant reports to the Community Group's Project Manager.

The Prime Consultant is usually an architectural, landscape architect or engineering firm, depending on the project concept and design. Typically, an architect is the Prime Consultant when a building design is needed. Members of the consultant's team might include mechanical, structural or electrical engineers and other specialists.

Key responsibilities

Project management

- Work with the Project Manager and community group to clarify the project's:
  - design objectives and operational goals (Concept phase)

- functional program (concept phase)
- scope, budget and timeframe (Concept phase)
- Identify how the functional program informs the design.
- Coordinate off-site reviews of proposed utility requirements.
- Complete Development and Building Permit applications.
- Ensure the project meets occupational health and safety requirements.
- Attend site meetings and perform ongoing site inspections to confirm the builder's compliance with design specifications.

Design delivery

- Design, document, draw and specify the project's architectural, structural, mechanical, electrical, civil engineering, landscape and site requirements
- Retain and manage subcontractors for engineering as well as speciality work such as audio visual, elevators, acoustics, roofing, grading or drainage.
- Evaluate the quality and completeness of work completed in the Build phase.
- Ensure receipt of Occupancy Permits from the City.
- Provide documents such as Design phase drawings and record drawings of the completed project.

Project administration
- Prepare contracts for professional and subcontractor services.
- Support PM's effort to issue the tender and select a Construction Contractor.
- Review and recommend responses to the Construction Contractor's claims for progress payments.
- Review as-built drawings and Operations and Maintenance manuals.
- Participate in year-end warranty inspections.

Construction Contractor's role & responsibilities

Role

The Construction Contractor's role is to build the project in accordance with the design drawings and specifications and the Construction Contractor's contract with the Community Group.

Key responsibilities

Project oversight

- Attend a project start-up meeting with the Community Group representatives, Prime Consultant, Project Manager and City employees.
- Oversee daily work of vendors and trades on the construction site.
- Communicate with all parties involved in the Build phase.
- Coordinate the arrival and delivery of material, labour, equipment and services necessary to build the project.
- Hire subcontractors to provide specialized construction services.
- Accept Prime Contractor assignment from the Community Group.
  Alberta's *Occupational Health & Safety Act* states that when a construction project requires more than one employer to work on the site, the project's owner is the site's Prime Contractor unless they assign

the responsibility to someone else. As the project's owner, the Community Group must transfer its responsibility for the site, in writing, to the Construction Contractor.

Construction Contractor's role & responsibilities

Role

The Construction Contractor's role is to build the project described in the design drawings and specifications and the Construction Contractor's contract with the Community Group.

Key responsibilities

Project oversight

- Attend project orientation meetings with the Community Group representatives, Prime Consultant, Project Manager and City employees.
- Oversee daily work of vendors and trades on the construction site.
- Communicate with all parties involved in the Build phase.

City of Edmonton roles & responsibilities

The City assigns a team to support the Community Group throughout the project. City employees understand the process and its requirements, as well as issues that commonly arise with projects.

Different City employees will assist the group at different stages in the process. Typically, this team consists of a City Liaison, City Project Managers and other staff who review submissions and provide technical expertise and advice.

City Liaison role

A City Liaison will be assigned to guide the Community Group through the entire process, from the initial proposal to the transition to operating the amenity.

City Liaison responsibilities

City Liaison staff rely on their project experience to help community groups. The City Liaison is the primary support to the Community Group to:
- submit the initial project proposal for review and approval
- set up a project committee
- develop a strategy and concept for Business Case Parts 1 & 2
- align their project strategy with the City's strategic priorities
- develop and carry out plans for Business Case Part 2:
  o public engagement and fundraising
  o operation and maintenance of the completed amenity
- celebrate the project's grand opening.

City Liaison also helps the City assess the Community Group's business case.

City Project Managers

The City assigns two different project managers to guide the Community Group through the specific phases of the project:
- **Planning & Design Project Manager** supports the Strategy and Concept and phases
- **Delivery Project Manager** supports Design and Build Phases, as well as transition to operations
- Participate as a member of the review team in the Strategy phase to assess the project's readiness for moving into the Concept phase
- Support the community group in the development of Business Case Part 2
- Coordinate the review and approval of the business case and supporting estimates, concept drawings, necessary studies and documents
- identify land, bylaw and policy issues (such as zoning) that were identified in the project proposal assessment and help the group negotiate/support resolving issues.
    - Leads the development of the MIA Participates in the Development permit review Primary support to the community group to:
    - engage a project manager
    - procure design consultants and construction contractor
    - achieve design and build deliverables with support defined as per the Municipal Improvement Agreement.

Other City staff

Staff from other City departments are available to provide input, technical expertise and advice.

Appendices

A number of appendices, templates and resources have been developed to help you with your project. As you start into your project you may find this information helpful.

When you are ready, ask your City Liaison to provide fillable forms. At any time, if you see a broken link, please let us know by emailing: **parkandfacilitydevelopment@edmonton.ca**

Resource List	Related Web Link
Acronyms	Link
Definitions	Link
Community Led Process Map	Link
Strategy Phase Templates	
Project Proposal	City Liaison to provide to group
Sample Committee Positions	Link
Community Led Strategy Phase Checkpoint 1 Package: Ask your City Liaison for a fillable version	City Liaison to provide to group
Community-Led Business Case: Ask City Liaison for a fillable version	Link
Terms of Reference: Ask City Liaison for a fillable version	Link
Community Public Engagement Plan: Ask your City Liaison for a fillable version	Link
Concept Phase Templates	
Community-Led Concept Phase Checkpoint 2 Package: Ask your City Liaison for a fillable version	City Liaison to provide to group
Funding Plan	Link
Grant Tracking and Planning Tool	Link
Other resources	
Bonds	Link
Cost Estimate Checklist	Link

Project Management Procurement	Link
Prime Consultant Procurement	Link