Community Standards
and Neighbourhoods

Community-Led Projects Manual

August 2023

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

Building, renovating or updating community amenities can strengthen community connections and 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 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 want to start your   project, skip to the next chapter.
>
> If you need to learn more before deciding if this process suits your community group, please keep reading this introduction.

Types of projects

The City's collaborative process applies specifically to community-led projects:

- 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 an excellent 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 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 must 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 and 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:

- 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 eligible to apply for grants and 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 lot from talking to other groups about how they approach their projects. City liaisons and project managers also gather wisdom from guiding community groups through the process.

How projects succeed

Providing leadership

- Commitment from the 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:

- Community group leaders and community members: Volunteers who agree to lead and work on the project.

- Project professionals: Paid consultants and contractors the community group hires to manage and build the project.
- City employees: 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:

- Community leagues.
- Minor and specialty sports organizations.
- Arts and multicultural organizations.
- Indigenous and seniors organizations.

Successful projects depend on building the right team by inviting new members to join the board or 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 great skill and experience. Many community groups have board and committee members with experience in the construction industry or 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 the scope and scale of specific projects, a community group may need to hire professionals such as:

- A project manager (PM) who
  - ensures the work is completed on time and within 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. They help the group understand the overall process, anticipate issues, and meet the requirements 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 to support its efforts to meet project requirements.

- **CoE Project Managers:** employees assigned to provide support and oversight during the project's concept, design and build phases.

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 precise decisions that the City of Edmonton uses to manage its 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 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.

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 submitting their initial proposal and 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 on 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 (mul ple 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

Table 1. City of Edmonton Project's Classification

Ongoing project management habits

Throughout the project, community groups will work with City Liaison and project managers to keep the project on track. Four practices 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 essential 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 a less expensive option.

Follow the project management process (Graphic 1).

Strategy > Concept > Design > Build > Operate

Graphic 1. Project Management Process

Strategy: A clear strategy sets the project on track for success. It helps project leaders focus on their goals and identify the tools they will use to meet them. 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 and the needs of people who will use the amenity for years to come.

Build: Successful delivery of the built project 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 project manager must be ready to monitor the project and review its 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, the phase will reward 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 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.

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 project phase. It can help keep the community group's project team focused and the project on track.

PLAN	DO	CHECK	APPROVE
Review and agree on requirements for Checkpoint	Complete required project work	Review work for quality and completeness	Checkpoint Approval
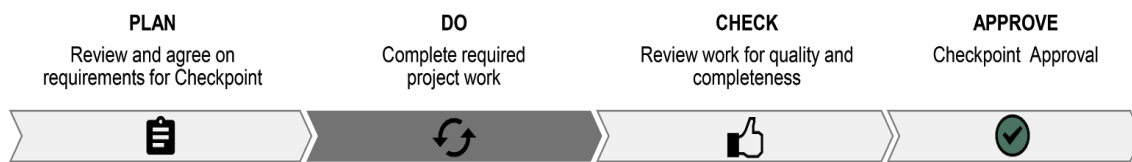
Graphic 2. PLAN - DO- CHECK - APPROVE MODEL

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 due diligence and risk management expectations.

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, roles, and responsibilities for the **Design** and **Build** phases of the project. This manual assumes that the MIA is the basis for the community group's planning in the **Design** and **Build** phases. The lease or license guides ongoing operation and maintenance requirements.

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

Chapter 3: Launching Your Project (Strategy Phase)

In the Strategy Phase, the City Liaison supports the community group 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 valuable—parts of their project management framework.

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 the following steps and work with community groups to refine their proposal. For example, some projects might face barriers that can be overcome in later phases by obtaining permits during the Design phase. 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 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 their identified needs.

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 into 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. If needed, the community group should use the City's assessment to refine the project proposal.

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
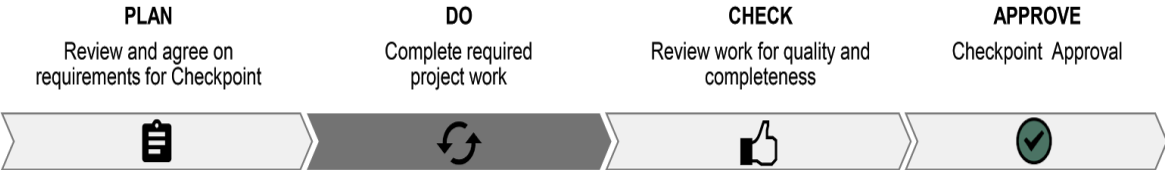
PLAN

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

Once the committee has been formed, the City Liaison provides the committee members with an overview of the process to the committee members

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

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 committee is required for projects that will take considerable time and effort.

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 with financial and project management experience and 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 depends 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
Are a tool that helps a newly formed committee focus on its primary 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: The 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 essential 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 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 options 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 impact 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 public engagement results 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
  - "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

- 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 to raise funds for the project.

The City Liaison will support the community group's efforts to develop a fundraising plan, engage community members and the public 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 developing the 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

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
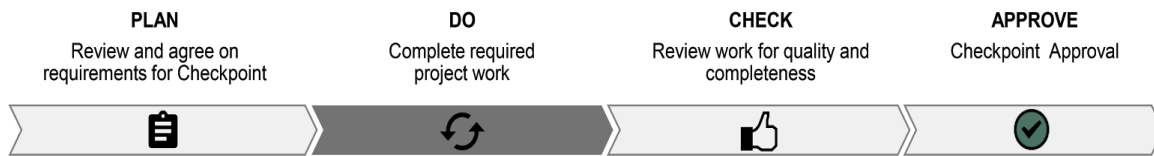
PLAN

The Community Group meets with the 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 with the skills, knowledge and capacity to take on the role of Project Manager. The Community Group is encouraged to hire a professional project manager for more complex projects. For information on hiring a project manager, see Section 8.0: Roles & Responsibilities.

Hire a design consultant

Depending on the project's complexity, the group will likely 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 informatign 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 the project to come in anywhere from 30% lower to 50% higher than the estimate. For example, if the estimate for the project is $100,000, the actual cost maybe $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 the group's decisions 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 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 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 project's parameters in more detail 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 to meet the community group's operational goals. This helpful exercise for any project level is essential 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, and others who use and visit the facility.

A functional program equips the project team with the 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 the scope and scale of the project 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 outlines how the group plans to complete the project on budget and 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 proposed project 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 assist in the development of the operating budget.

Project-Specific studies

If studies have been 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, and 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 continue supporting 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 must 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 the plans to stage the project and its intended goals more appropriately. Changing the concept now is far less costly than once the 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 City Project Manager, and 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 Steps

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 a 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 allows the community group 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 subsequent design refinement 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 more significant 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:
    - security systems
    - window coverings

- appliances
- audio-visual and office equipment
- signage and wayfinding measures
- 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 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. A second application might be needed if the City requires significant amendments before issuing a permit. 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.

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 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 to construct, alter or demolish buildings and structures and install 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. The permit is issued after the additional information is reviewed and the questions resolved. The permit may be subject to conditions noted on the plans or 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 time to approve a building permit depends on the scope and complexity of the project.

Apply for mechanical and electrical permits

Work that must meet safety codes, require separate permits. These permits are typically applied for simultaneously with the building permit itself.

The person who makes the application must be qualified to do this work. For example, mechanical permits are required for altering and installing plumbing, gas, heating and ventilation (including hydronic or hot water heating) and sewer and water services. Electrical permits are required to install or alter a power service and 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 installs new electrical services or modifications to existing 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 arrange 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 the requirements 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 Steps

The Municipal Improvement Agreement guides the Plan, Do, Check, Approve steps through the Build phase.

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 to guide the group through its project management steps.

DO

- Send out a request for proposals (tendering process).

- Negotiate and sign a contract with the 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 on time and at the best value for the money through an unbiased process.

The tendering process is how the community group and its Project Manager evaluate each bid and choose a Construction Contractor. Tender documents are also called Request for Proposals [RFP] and are typically prepared by the Prime Consultant. This legal document 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, and 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 projected amount, the group must decide whether to put the project on hold while raising more funds or modify it to suit their budget.

Complete the construction contract

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

- 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 building itself.
- Subcontractor bids for each trade.
- 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. Hiring a lawyer to review a contract before signing it is always a good idea. 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:

- **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 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 assures that the contractor will meet occupational health and safety standards.

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 more than one-year warranties for specific products or parts of the work (such as a roof).

Change orders

The contract will define how to handle change orders. For example, the contract might state that a change order must be:

- Made in writing.
- Agreed to by the community group, their Project Manager, and the Constructor.
- Based on a description of the work to be done (or not done) and an estimate or firm price to be paid (or deducted).

The community group's Project Manager typically generates a change order describing the new work to be done (or not done) and the price.

Manage the build phase

After the construction contract is signed, the group's Project Manager will oversee tasks related to the construction and administration of the project. Such duties 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 the Prime Contractor to the Construction Contractor.

The transfer is essential 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 these various employers' health and safety systems, even if their workers are not on the site simultaneously. The Prime Contractor, the Construction Contractor for the Build phase, must do what is reasonably practical to ensure 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, this start-up meeting aims to:

- Complete a pre-construction site inspection.
- Review the construction scope, schedule and cost.
- Ensure all project requirements are 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 for taking minutes to ensure that the key points and decisions are well-documented and shared on time.

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 intended purposes.
- The work is capable of completion or correction at a cost of not more than:

- 3% of first $500,000 of the contract price
- 2% of the next $500,000 of the contract price, and
- 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 and an associated value to be withheld until those 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 to start preparing to operate the completed amenity. This is a significant task that the group has started in the concept and design phases and should complete 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 must be coordinated with the Construction Contractor.

Commissioning the project

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.

Requirements 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 essential 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 the 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 incomplete, the Project Manager will note the deficiencies. The Construction Contractor must fix these deficiencies, after which another inspection should be conducted before the final lien holdback can be released.

CHECK

Evaluate the project and lessons learned.

After the Build phase, City staff will meet with the Community Group to evaluate the project and lessons learned. This evaluation builds on lessons from the Concept phase. This evaluation aims to help the City improve its development process for parks and facilities. Community groups will be able 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 amenity maintenance.
- 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 PLAN - DO - CHECK - APPROVE 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 required 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 leading roles and responsibilities involved in any project. For basic projects, one person or team might fill roles that professional consultants fill 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 ensuring the community supports the project. This role can belong to the group's board of directors or 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:
    - write terms of reference for the project committee
    - act as the group's key contact with the Project Manager and City staff
    - attend design and construction meetings
    - 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:
    - identifies the project outcome
    - describes project requirements
    - outlines plans to engage the public
    - outlines a funding plan
    - defines an operations plan that reflects the project's scope and purpose
- Ensure that the project complies with:
    - 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:
    - all deliverables before submitting them to the City

- 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, Construction Contractor, and other professionals needed for the project.
● Retain 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.
● Provide 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 the procurement of services and materials
  - always checking references, and, if possible, asking 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 percentage 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.

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 considering 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:
    - scope and purpose
    - milestones and deliverables
    - budget and timeframe
- Work to deliver the project:
    - within the group's budget
    - within the timeframe agreed on
    - 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.
- Evaluate 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 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.

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 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
  - 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 memberswww.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 should clearly state that the services to be provided by the Prime Consultant during the Concept phase will require City approval before 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 the 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.

Prime Consultant's role & responsibilities

Role

The Prime Consultant's role is to coordinate the project's design team and 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. The consultant's team members might include mechanical, structural or electrical engineers and other specialists.

<u>Project Management</u>

- 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.

<u>Design Delivery</u>

- Design, document, draw and specify the project's architectural, structural, mechanical, electrical, civil engineering, landscape and site requirements.
- Retain and manage subcontractors for engineering and specialty work such as audiovisual, 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.

<u>Project Administration</u>

- 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.

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. The Prime Consultant typically issues the tender documents to engage the best contractor for the Build Phase. 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, and 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 Alberta: www.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 Alberta: www.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 for purchase. These are industry standard contracts issued by the Canadian Construction Documents Committee.

Contracts for design–bid–build projects

The Design–Bid–Build approach is best for specific projects. 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 as 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.

Construction Contractor's role & responsibilities

Role

The Construction Contractor's role is to build the project following 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.

- 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, requirements, and issues commonly arising with projects.

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

City Liaison role

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:
    - public engagement and fundraising
    - operation and maintenance of the completed amenity
- Celebrate the project's grand opening.
- Help 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 and transition to operations.
- Participate as a review team member in the Strategy phase to assess the project's readiness for moving into the Concept phase.

- Support the community group in developing 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) 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 can provide input, technical expertise and advice.