Citizen Services

Neighbourhood Park Development Program

Community Manual Version, April 1, 2021

Contact information
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edmonton.ca/**webpage**

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Chapter 1: Why Propose an NPDP Project

Since 1983, community groups have worked with the City of Edmonton's Neighbourhood Park Development Program (NPDP) to support projects that neighbourhoods can use and enjoy for many years to come. NPDP gives communities access to City funding for projects in their neighbourhood, through matching funds.

In the program's partnership model, the community and City work together to deliver projects based on needs identified by the community.

These projects help community groups make positive changes in their neighbourhoods. Community members' time, local expertise, and leadership provide invaluable insight, contributing to community and personal wellness as well as helping to build a great city.

This manual outlines the process community groups follow to work with the City on neighbourhood park projects, or as we call them here, NPDP projects.

NPDP Overview

NPDP projects are initiated by the community and implemented by the City. Our shared goal is to create neighbourhood parks and outdoor amenities where Edmontonians can play, stay healthy and enjoy Edmonton's outdoor seasons.

The NPDP process takes projects from the idea stage to design, through construction and beyond, to use and enjoyment in the community.

The City of Edmonton established the NPDP to:
- Guide and support active partnerships with community groups that want to create great spaces and fun places in their neighbourhood
- Link the community's needs, resources, and skills with the City's expertise and funding
- Develop and improve neighbourhood parks
- Contribute to community development

City Liaison

Each neighbourhood has City staff resources allocated to it. To find out if a project idea is eligible for the NPDP program, contact your designated City Liaison or call 311 to be directed to that person. City Liaison staff are often Neighbourhood Resource Coordinators. City staff work with a variety of community groups on a wide range of neighbourhood projects.

Project Criteria

The City uses the following criteria to define NPDP projects: location, project type and project elements.

Location

NPDP projects are:

- located on land that is zoned as neighbourhood parkland
- not eligible on school board land or within an area licensed to a community league. This restriction applies to all current and future project proposals, regardless of historical exceptions.

The City might consider exceptions if the site is the only viable location for a playground within a neighbourhood. Ask your City Liaison if this is an option for your neighbourhood.
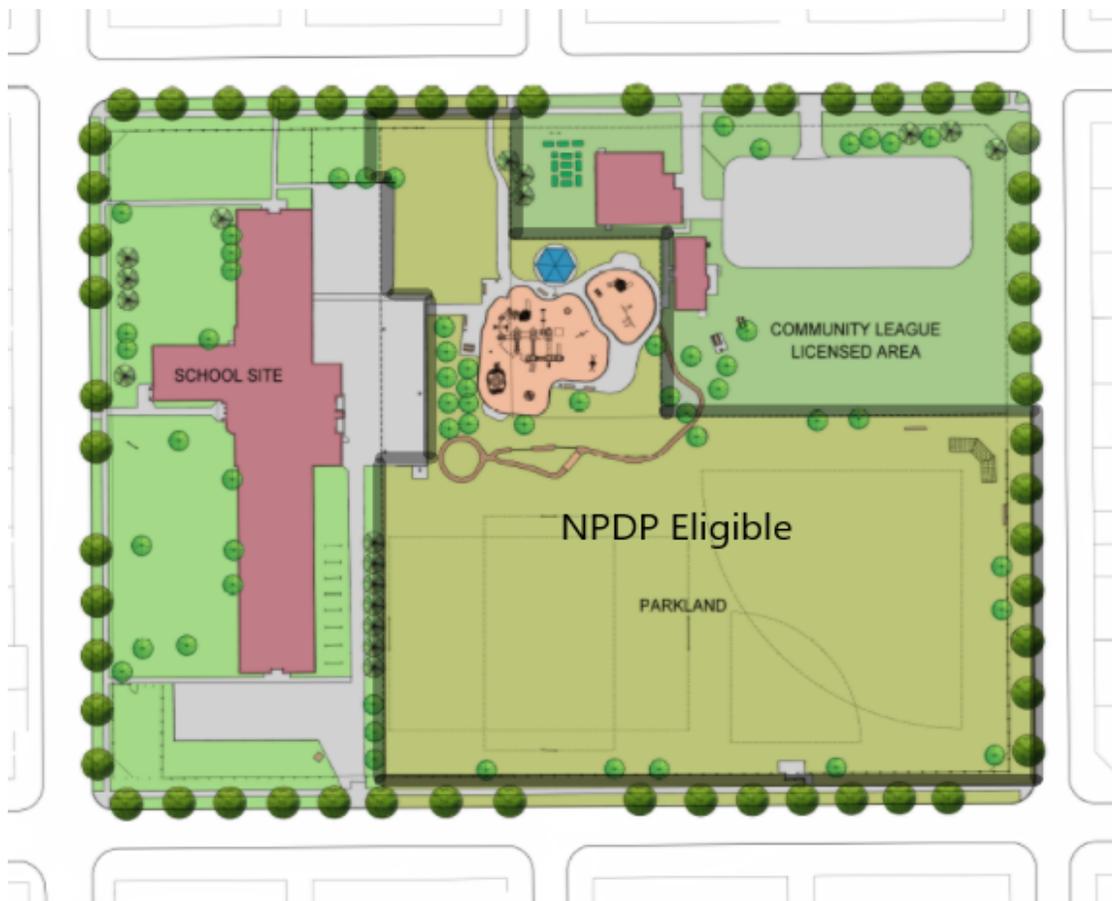
Projects eligible for NPDP funding	Projects not eligible for NDPD funding
Playgrounds	Tennis courts
Spray parks	Community gardens
Pathways and connections	Batting cages
Greening projects	Outdoor skating rinks and rink boards
Outdoor fitness amenities	Beach volleyball courts
	Sculptures and monuments

Projects that do not qualify as NPDP projects may still be undertaken and delivered through the City's Community Group Led Construction process. Ask your City Liaison if this is an option for your proposed project.

Project Elements

Common elements that are completed with the NPDP program include:
- Entrance features, trees , shrubs, trails, pathways, landscaping, security lighting
- Playgrounds, sliding hills, bike bumps, skateboard elements
- Seating, picnic areas, shelters,
- Spray decks and water walls
- Outdoor learning spaces, urban wetlands, habitat restoration
- Outdoor fitness equipment and basketball court

Project Enhancements

Community groups are responsible for the cost of maintaining project elements that are considered to be above base level development. Project enhancements are not part of routine inspection and maintenance by City Operations. Examples of NPDP project enhancements include:
- Entrance features
- Special Lighting
- Changeable copy signs

Project Classification

The City classifies NPDP projects by scope, complexity and risk.

A project's scope and complexity may change as it progresses from idea to reality and as details are added and refined. As a result, the project's classification may shift up or down from its original assessment. For example, if a community group decides to add elements or broaden the scope of a basic project, it may become an intermediate project requiring a few more steps to complete.

Project Classification

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: • Replacing or adding a single element to a park, such as seating, signage, or trees	For example: • Playground redevelopment on existing footprint with existing pathways	For example: • Playground or spray park, new or redevelopment beyond current footprint

Project Participants' Roles & Responsibilities

Community projects are a team effort. This manual describes the roles and responsibilities of team members who make the whole process work.

Community Group Roles	City of Edmonton Roles
Initiate the project	Assign a team of City staff to each project
Lead the Strategy phase	Manage and lead the project through Concept, Design, Build and Operate phases

Lead community engagement and fundraising	Support Community Group plans for community engagement and fundraising
Works with City staff through all project phases	Provide funding for project management and design services
Contributes to the cost of construction	Help fund the cost of construction (allocated per neighbourhood)

Project Collaborators

Community group members work with a team of City staff to complete project deliverables. City staff provide support and take the lead at different stages in the process. Here is an overview:

- **Community group leaders and community members**: These are volunteers who propose the project and agree to raise funds and seek community support.
- **Project professionals**: These are paid consultants and contractors the City hires to design and build the project. Responsibility for funding will belong to the City or the Community Group, depending on the type of service required.
- **City employees**: These include City Liaison as well as Develop (concept and preliminary design) and Delivery (detailed design and construction) project managers who lead the project from concept to completion. The City team may also include subject matter experts who provide insight on the project, such as landscape architects and foresters.

Community Group Types

For NPDP 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.

City Employees

The City's project team consists of:

- City Liaison
- Develop Project Manager
- Delivery Project Manager
- Landscape Architect
- Other City staff such as subject matter experts, depending on project complexity

Project Considerations for Community Groups

When a community group has an idea for a neighbourhood park project, the City asks community groups to consider the following factors.

Community Engagement

- Does the neighbourhood agree to the project and the needs it will serve?
- Can the Community Group show that it is acting on behalf of the neighbourhood and can successfully raise funds and engage volunteers?

Funding

- Is City funding available and is the project eligible?
- How much funding might be available from other agencies? Granting agencies follow their own processes in setting timelines and dollar amounts.

Additional project costs

- What are the ongoing costs of operating and maintenance (if any)?
- What are the costs of other enhancements, such as donor recognition elements?
- Can the Community Group provide ongoing support to operate and maintain the enhanced project elements, including financial support?

Location of similar features

- How will the project complement amenities in the larger area?
  - For example, if there is already a spray park or playground just a few minutes away, is it the best use of community and City resources to build another one nearby?

City Funding for NPDP Projects

NPDP projects are funded with a combination of money raised by community groups and the City's NPDP fund. To be eligible for NPDP funds, a community group must be:

- A registered not-for-profit society with a purpose to serve the interests of the neighbourhood as a whole
- In good financial and legal standing with the City of Edmonton

The City makes five levels of NPDP funding available in each geographic neighbourhood in Edmonton and administers the funds through a NPDP Funding Agreement. Community groups are encouraged to work together within neighbourhoods as well as with adjacent neighbourhoods to make the most out of program funding opportunities in the area. For details, see the NPDP webpage and speak to your City Liaison.

NPDP funding level and cycle

Funding type	Funding level	Funding cycle
Plan: One-time funding to develop a project strategy, needs assessment, and park concept plan	Up to $15,000 in unmatched funds	One time funding per neighbourhood
Small: Park improvements such as replacing a current element or adding a single element	Up to $15,000 in matching funds	Every 5 years per neighbourhood
Medium: Significant park amenities and multi-phased projects	Up to $75,000 in matching funds	Every 10 years per neighbourhood
Large: Addition of several park elements	Up to $250,000 in matching funds	Every 15 years per neighbourhood
Outdoor Aquatic: Addition of water elements	50% of total cost up to $125,000 on water elements in matching funds	One time funding per neighbourhood. Can be combined with one other funding level (e.g., Medium $75K + Aquatic $125K = up to $200K in matching funds)

Paying for NPDP projects

Cost Estimates

At each stage of the project, the City's project team refines details and checks costs to provide an increasingly accurate project budget. The Concept phase estimate reflects a high level understanding of the project.

Initial cost estimates have a much higher range of uncertainty than the estimate at the Detailed Design step in the Design phase. At each step in the Design phase, details are added and refined even further as the team learns more about the project itself, specific site conditions, and community priorities, for example.

In summary, the level of accuracy increases with the level of design.

Cost Estimates

Project Phase	Accuracy of Estimate
Concept Design	-30% to +50% (Class 4)
Preliminary Design/Design Development	-20% to +30% (Class 3)
Detailed Design (Pre-Tender)	-15% to +20% (Class 2)
Build	-10% to +15% (Class 1)

Financial Responsibilities

The City applies NPDP funding levels (Plan, Small, Medium, Large, and/or Outdoor Aquatic Strategy) to offset the community's costs. The shared cost between the City and the Community is outlined in the following table.

Shared Financial Responsibilities

	Community Group Cost Responsibilities (Shared Level Development)	City of Edmonton Cost Responsibilities (Base Level Development)
Funding Source	Shared responsibilities are funded from community fundraising, community raised grants and NPDP funding.	City responsibilities within NPDP projects are funded entirely from the NPDP profile capital funds.
Design & Construction	Costs of all **Shared Level Development**, including, but not limited to:	Construction costs of all **Base Level Development** limited to:

	- Procured design resource costs (e.g., Consultants) - Permitting costs (Development & Building Permits based on scope and scale of project) - Materials & equipment - Survey & quality control testing - Demolition & removal of existing infrastructure - Warranty maintenance	- Materials & equipment - Survey - Permitting costs (Development & Building permits) - Demolition & removal of existing infrastructure - Warranty maintenance - Quality control testing - Construction contingency
	Examples of Shared-Level Development: - Lighting & onsite utilities - Walkways & trails - Sliding hill - Gazebo or shade structures - Tree planting and landscaping; beyond the base-level - Spray decks, playgrounds - Fitness equipment - Hard surface pad for basketball court	**Examples of Base Level Development:** - Initial grade, level and seed/sod - Minimum tree planting requirements - Sports fixtures - First park sign (does not include changeable copy) - Utility servicing (Sanitary, Storm, Water, Electrical, etc.) within road right-of-way
Donor Recognition	Design, install, and coordination costs	Coordination of construction install
Maintenance	Required maintenance that is beyond the City's normal operational maintenance standards.	Maintenance of the park site amenity
Project Celebration	100% of cost - hosting an planning the opening ceremony	N/A

Chapter 2: Participating in the Process

Guiding a project from start to finish is a journey of many steps with gateways along the way. The City's project management process for NPDP follows five phases to set projects up and keep them on track for success. Much like a relay race, participants must work together to move the project from start to finish by taking on different roles.

This process uses project management tools to support planning and clear decisions. It is also the process the City of Edmonton uses to manage its own projects.

Process Overview

Flexibility, defined roles and responsibilities, and detailed tools give the project management process its power. Each phase is designed to:

- Suit the project's scale and adjust to the project's scope and details in its unique context
- Advance the level of detail and accuracy of the project to reduce risk and the unknown
- Follow the City's Checkpoint system to prepare for and advance to the next project phase.

Checkpoints are gates the project must pass through to get to the next phase.

Community groups initiate and lead NPDP projects through the Strategy phase, with the City's support. In this phase, a checkpoint document helps community groups refine their initial idea and move the project forward. The City then leads the project through the Concept, Design and Build phases, with support from the Community Group.

The City of Edmonton's process ensures that projects:

● Align with the City's plans, the neighbourhood's priorities and the Community Group's initiative
● Receive broad community support
● Are planned, developed, and built on time and within budget
● Meet legal and legislative requirements and receive necessary permits and approvals
● Are viable when they are built and sustainable into the future

Process Summary

NPDP staff have created a visual summary of the process they follow to deliver successful projects. This illustration helps community groups and City team members navigate through project development and delivery. It outlines key deliverables of the process for each phase of the project.

This is a thumbnail image. To print a copy or see a larger version see the Appendix.
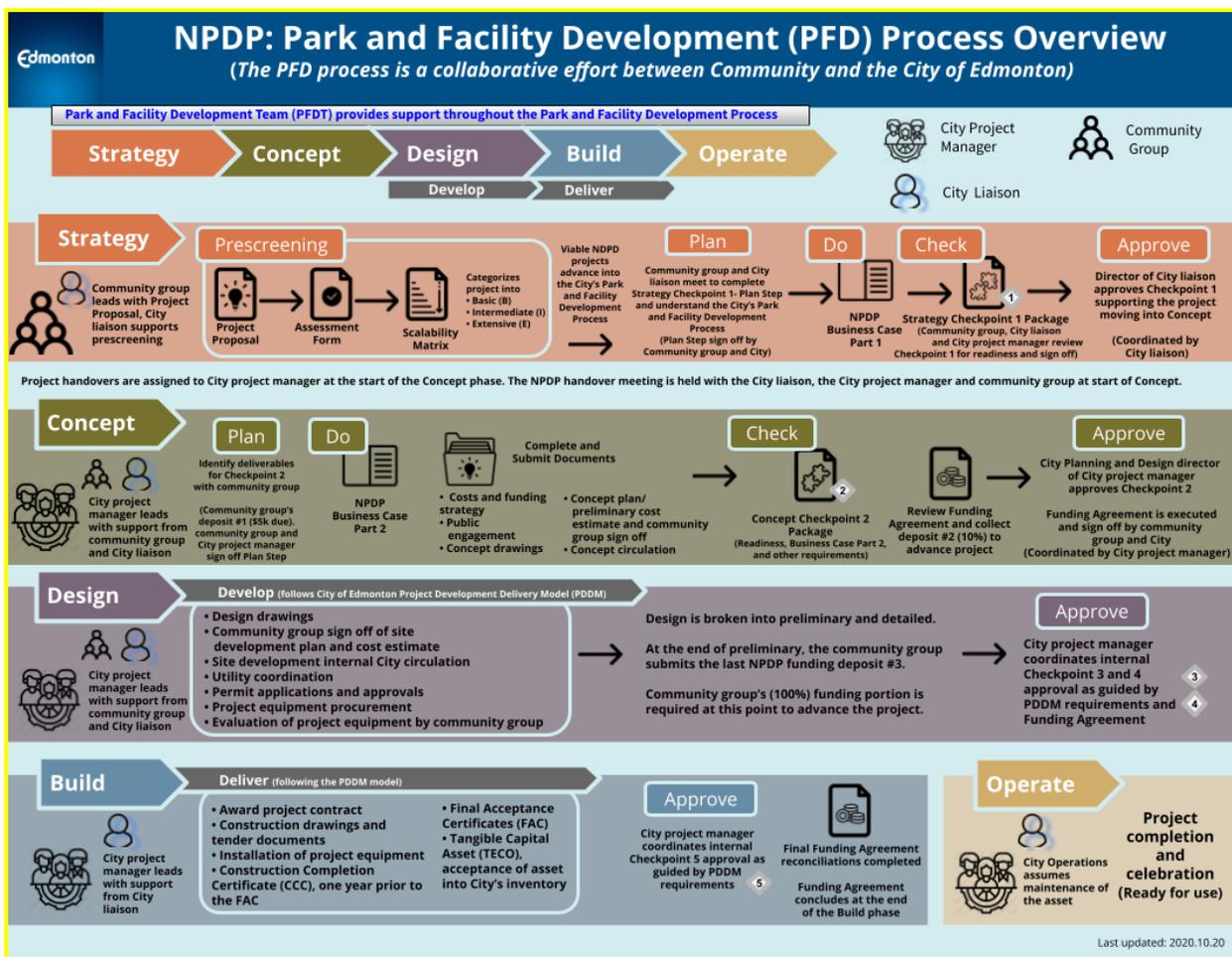
Critical Success Factors in Each Phase

Strategy Phase

A clearly defined strategy sets a 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—are ready to take on the project
- The project itself is well-suited to community's needs and supported by the community
- The project is viable in terms of land availability, land ownership and site context such as potential conflicts with utilities, existing trees, and so on.

Concept Phase

A clear strategy helps bring the community's vision to life in the Concept phase. Conceptual design is used to brainstorm and capture ideas on paper, along with high level costs. The concept starts to visually organize the outdoor space and anticipates the functional needs of the proposed amenity and the people who will use it for years to come. In this phase, the Community Group might also rely on project professionals to help them consider the project's risks, its viability and the group's options.

Design Phase

The Design phase is divided into Site Development and Detailed Design. Site Development refines the Concept design by focusing on details and eliminating the uncertainty associated with them. For e.g., elements that are too costly may be removed or those lower priority elements may be taken out.

Detailed design captures fine details of the project, such as dimensions, materials, spacing, makes, models, and colours. These details are provided to contractors and suppliers who are bidding on design and price. When the project scope is set, there will be fewer changes to the layout. Work in this phase supports the Strategy, fits the Concept and aligns cost estimates with the agreed project budget so that the project can proceed to the Build Phase.

Build Phase

Successful delivery of the built phase requires careful planning and thoughtful decisions. These decisions take place in the three phases that lead up to actually building the project.

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
- Unforeseen site conditions and change orders may arise and will need workarounds

● Preparations for the completed project's operational phase will be made

Operate Phase

When the Build phase has been completed, the City takes the project into City inventory and maintains it as City property. Throughout the life of the amenity, community groups and any community member who uses the amenity should be sure to report project maintenance and safety concerns to 311.

City Operations staff inspect the project and set a regular maintenance schedule.

Critical Success Factor in All Phases

Manage Expectations

NPDP projects depend on the time and energy of committed volunteers. Every project depends on a group of volunteers who are prepared to support the project and see it through to completion.

Among many other tasks, community groups need members who are prepared to:
● Raise funds
● Complete paperwork
● Attend meetings
● Ensure community updates occur
● Support project deliverables with timely decisions
● Organize a celebration when the project is complete

NPDP projects typically take 3 to 5 years, depending on their scope and cost. While some community groups can complete a project in 2 years, this is not the norm. Despite the long project timelines, NPDP projects are exciting and rewarding. Smaller projects may take less time.

Volunteers are key to City-building in Edmonton. Because of their dedicated efforts, NPDP projects increase the value of neighbourhood amenities and improve access for residents. These become long-lasting investments in the neighbourhood.

First Step: Submit a project proposal

Every amenity built or installed on 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 project's proposed location(s)
● Why the project is needed. The proposal must state a clear purpose: to address an issue, meet a need 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.

Project proposal assessment

The City uses the project's classification to decide if the project is viable:

- [Project Classification](#) (Basic, Intermediate, or Extensive)

The assessment helps the Community Group decide if they wish to move forward with their project.

Ongoing Steps: Plan Do Check Approve

The City uses checkpoints to move projects through five phases, from Strategy through to Operate. Checkpoints are gates the project must pass through to succeed in the next phase.

The Community Group is most active in the Strategy and Concept phases, as well as signing off and helping to prepare for the next steps in the project. The City continues using the checkpoint system through to the final phase (Operate).

PLAN

The City Liaison coordinates the tasks/deliverables the group must complete in the Strategy and Concept phases, based on the scale of the project.

DO

The City Project Managers and Community Group members complete their assigned tasks.

CHECK

City staff and Community Group members check outcomes and deliverables for quality, completeness and readiness for the next phase.

APPROVE

City approval is needed for the project to move to the next phase. The Community Group can also use this step to ensure the project meets their expectations for cost and outcomes.

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

Steps for Strategy and Concept Phases

When the Strategy and Concept phase tasks are complete, the Community Group will meet with their City Liaison (Strategy) and City Project Manager (Concept) to review the project checklist. Checklists 1 and 2 are then submitted to a City Director for approval.

An NPDP Funding Agreement is drafted at the end of the Concept phase, for the Community Group to review. The group has up to one year to sign the agreement. Once the group signs the agreement, it is

also signed off by the City and put into effect by filing it with the City Clerk's office. The project cannot advance until the Community Group signs the agreement.

Steps for Design and Build Phases

These steps are completed internally by the City's Project Management team.

Community Group Roles & Responsibilities

Throughout the NPDP project, the City works with the Community Group and its Park Project Committee, if one has been appointed. The Community Group:

- Initiates the NPDP project (Strategy phase)
- Supports the City NPDP project team (Concept to Build phases)
- Provides ongoing support and leadership for the completed park project

Strategy	Concept	Design	Build	Operate
ROLE: INITIATE THE PROJECT Supported by City Liaison	**ROLE: SUPPORT NPDP** Develop Project Manager	**ROLE: SUPPORT NPDP** • Landscape Architect • Develop Project Manager • Delivery Project Manager	**ROLE: SUPPORT NPDP** Delivery Project Manager	**ROLE: SHARED LEAD** Transition to City Operations Celebrate community use
KEY TASK Submit proposal to City Liaison Deposit #1: $5,000	**KEY TASK** Submit Deposit #2: 10% of project balance	**KEY TASK** Submit Deposit #3: project balance	**KEY TASK** Attend construction site meetings	**KEY TASK** Celebrate project in the community
KEY DELIVERABLE Business case Part 1: Strategy	**KEY DELIVERABLE** Business case Part 2: Concept	**KEY DELIVERABLE** Approve project design and final budget	**KEY DELIVERABLE** Confirm main contact for site meetings	**KEY DELIVERABLE** Reconcile grant funding
ONGOING TASKS Public engagement Fundraising	**ONGOING TASKS** Public engagement Fundraising	**ONGOING TASKS** Fundraising Public engagement	**ONGOING TASKS** Community updates	**ONGOING TASKS** Maintain project enhancements
BOARD MOTIONS • Approve Business Case • Approve payment of Deposit #1 to initiate Concept phase	**BOARD MOTIONS** • Approve NPDP Funding Agreement • Approve payment of Deposit #2	**BOARD MOTIONS** • Approve site development plan • Approve payment of Deposit #3 • Approve NPDP Maintenance Agreement	**BOARD MOTIONS** Updates only	**BOARD MOTIONS** Updates on final project expenses and budget

Chapter 3: Starting the Project (Strategy Phase)

Strategy Phase Deliverables
Project Proposal Assessment
Project Committee
Orientation
Terms of Reference
Business Case Part 1 – Strategy & Appendices
Community-Led & NPDP Strategy Phase Checkpoint 1 Package

Strategy Phase Overview

Participants

The Strategy phase project team includes:
- Community group board members or project committee
- City Liaison (typically a Neighbourhood Resource Coordinator)
- Project review team (City & Community Group)

Steps

To begin the Strategy phase, the Community Group works with City Liaison to:
- Submit a project proposal for assessment
- Review the City's assessment and classification of the project
- Learn about the NPDP process
- Agree to tasks and deliverables for the Strategy phase

The City Liaison assigned to the project will introduce the group to steps that will become familiar and useful, as the key to the Community Group's ongoing role in the project. This manual summarizes the Plan Do Check Approve project management process and includes a sample plan for each phase.

Deliverables

The City's Checkpoint 1 document identifies deliverables for the Strategy phase. The Community Group and City Liaison meet to review the checkpoint deliverables and any additional requirements that may help the team prepare for the Concept phase.

Community Group Deliverables	City Deliverables
Submit a project proposal	Assess and classify the project proposal.
Complete Strategy Phase Checkpoint 1 Plan	City Liaison meets with Community Group to outline the project requirements (Plan)
Write Business Case Part 1: Strategy	City Liaison supports Community Group's completion of the business case
Complete Strategy Phase Checkpoint 1	Support project team's completion of Strategy phase Checkpoint 1
Submit Project Deposit #1: $5,000 (non-refundable)	Review Checkpoint 1 for completion and approve transition to Concept phase

The five project phases—including this Strategy phase—follow Plan, Do, Check and Approve project management steps.

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

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.

The Community Group should be prepared to revise or rethink their proposal, based on the City's assessment of the project idea. The City Liaison for the group provides support for completing the initial proposal and responding to the assessment. The Community Group's City Liaison will provide a link to the proposal form.

Project Proposal Assessment

The City's Park and Facility Development team will assess the project idea, recommend next steps, and work with community groups to refine their proposal. Projects that pass the initial assessment will continue through the Strategy phase.

Some proposal assessments will identify barriers that cannot be overcome. For example, a project cannot be approved if it is proposed on land that is not owned by the City or that cannot be used for the proposed 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 several factors in its site assessment of the proposed project, such as:
● Land ownership
● Zoning
● Site conditions
● Existing plans and agreements
● Future plans for the site

The Project Proposal Assessment classifies the project into one of four categories:
1. **Not viable**
   ○ Due to one or more factors, the project is not eligible for the City's Park and Facility Development Process and does not proceed as an NPDP project.
2. **Viable with conditions and permits**
   ○ The project does not enter the Park and Facility Development process.
   ○ The project can proceed independently of the City's process and must meet conditions outlined in a letter to the Community Group.
3. **Viable**
   ○ The project is eligible for the City's Park and Facility Development Process and can proceed to the Strategy phase.
4. **Maintenance**
   ○ The project is eligible for maintenance and can proceed as defined by an existing agreement.

Project proposal thumbnail (Full Form Available from City Liaison)

Strategy: Project Proposal for Community Groups Please complete this form so the City can complete an initial assessment on the Community Group's project proposal. This document should take less than a half hour to complete. The assessment will provide direction on next steps.	
Submission Date	
Name of Community Group Representative	

Contact Information (phone & email)	
Name of Community Group	
Name of City Liaison (if known)	
Project Idea	
What is your project idea?	

Enter the Strategy Phase

The Strategy phase introduces community groups to the City's project management process: Plan, Do, Check and Approve. Throughout this phase, the Community Group's City Liaison will be available to guide them through the process.

The Community Group meets with their City Liaison to:
- Review the City's assessment of the project proposal
- Review the plan for the Strategy phase

The plan identifies deliverables based on the project's:
- Classification (Basic, Intermediate or Extensive)

For the Strategy phase, the Community Group completes key tasks:
- Form a project committee
- Set Terms of Reference for the committee
- Write Business Case Part 1 Strategy
- Prepare to submit Project Deposit #1: $5,000 (non-refundable) to initiate the project's Concept phase

Form a Project Committee

Projects that demand considerable time and effort will need a dedicated project committee. The size of your project will influence the number of committee members you may require.

To set up a strong project committee, a Community Groups should look for individual community or group members who bring diverse backgrounds, perspectives and skills to the committee. In particular, the committee should include individuals who have fundraising and community engagement experience as well as solid community connections. As the project progresses, the committee and the group's board may need to rely 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.

Set Committee Terms of Reference

Clear terms of reference help committees focus on their main purpose. Typically, TOR outline the committee's:

- Purpose: Reason the committee was formed
- Scope: What is and what is not included in their work
- Authority: What the committee can do and decide without asking for someone else's approval
- Membership: How many members and what roles they fill
- Reporting: How and how often the committee reports to the Community Group
- Approval: TOR need to be signed and approved by the community groups board and recorded in the minutes

If the Community Group has formed a society specifically for this project, the society's bylaws can also serve as the committee's terms of reference.

Write Business Case Part 1: Strategy

The information in Business Case Part 1 is critical to designing and building an amenity that meets the need identified in the Community Group's proposal. A clear project strategy will also help the City's Landscape Architect and the Community Group confirm the desired elements for the project, in the Concept phase. Your City Liaison will be able to assist with templates and information.

Project Description

- Describe the project idea
- Describe the project location (neighbourhood park and location within the park)
- Define a high level budget goal that sets financial parameters for the project and establishes realistic expectations
- Describe the Community Group's fundraising strategy
- Identify funds anticipated from the Community Group and grants
- Set target dates for completing the project

Project Goals, Benefits & Outcomes

- State the problem this project will address or the condition it will improve
- 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 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 City's mandate and strategic goals

Needs Assessment

A well designed needs assessment will identify community need, priority, and support for the project.

- Focus on finding a way 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 that uses tools such as surveys, focus groups and open houses
- Attach: Activity Based Needs Assessment Results as an 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 and how it 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
  - Alternatives may be needed if a conflict is identified with the original proposed location
- Identify the most preferred and viable option

Community 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 the extent to which 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 report: What We Heard
- Use public engagement to:
  - Describe and refine the project scope

○ Explain and refine the proposed concept and plans
● Attach:
  ○ Public engagement plan – <mark>see page 54 appendix</mark>
  ○ 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
● Attach:
  ○ Project committee Terms of Reference
  ○ Community group minutes with motion(s) to approve the Business Case Part 1: Strategy and move the project forward.

Appendices: Business Case Part 1

● Activity Based Needs Assessment
● Public Engagement Plan and What We Heard report
● Project Committee Terms of Reference
● Community Group minutes with motion to approve the Business Case and move the project forward
● Letter(s) of support

Deliver Checkpoint 1 for Review

When the City Liaison and Community Group are ready to check deliverables for the Strategy phase, the City Liaison submits the project Checkpoint 1 package. Staff are assigned and coordinates a review team meeting to approve the project.

The City's review team will check the Strategy deliverables for quality, completeness and readiness for the Concept phase. The review team includes:

● Community group representative who has signing authority
● City Liaison
● City Project Manager
● City Liaison Supervisor
● Other City or external representatives based on the complexity of the project

The approval process for Strategy is complete when the City Liaison, their supervisor, City Project Manager and the Community Group meet to sign the Checkpoint 1 package. The Director signs to confirm that the Strategy phase is complete and the project can move to the Concept phase.

Prepare to Submit Project Deposit #1

After the City approves the Strategy phase, the Community Group must make sure that it has $5,000 available for the non-refundable deposit required to formally initiate the NPDP Concept phase with the City.

COMMUNITY LED & NPDP STRATEGY PHASE CHECKPOINT 1 PACKAGE

Lessons Learned: Strategy Phase

As part of the Check step, City staff and the Community Group discuss lessons learned in the Strategy phase. This is the first of three "Lessons Learned" meetings in the City's process. The next two take place after the Concept and Build phases.

The purpose of this meeting is to:
● Document successes and challenges
● Consider the causes and impacts of positive and negative
● Make recommendations to repeat successes, avoid challenges and improve the process overall

This activity is also part of the City's continuous improvement for the Park and Facility Development Process.

Chapter 4: Defining the Project (Concept Phase)

Concept Phase Deliverables
Community Group Deposit 1 - $5000
NPDP Concept Phase Checkpoint 2 Package
NPDP Business Case Part 2 – Concept & Appendices
Community and CoE Concept Plan Review, Refine & Approval
NPDP Funding Agreement & 10% Deposit
Concept Phase Evaluation

Concept Phase Overview

This phase marks the transition in project leadership from the Community Group to City staff. After the project strategy has been approved, the Community Group submits a $5,000 non-refundable deposit to the City (Deposit #1) to initiate the Concept phase. In this phase, the City's Landscape Architect, Develop and Delivery project managers work with the Community Group to bring their project idea to life - on paper.

The second project deposit (Deposit #2) will be due at the end of this phase, when the Community Group signs an NPDP Funding Agreement with the City. During the Concept phase, the Community Group's focus shifts to public engagement, fundraising and completing the Business Case Part 2.

Public engagement is an essential tool for:
- Creating a project concept that meets community needs and expectations
- Raising financial support within the community and beyond

Participants

The Concept phase project team includes:
- Community Group's project committee
- City Liaison
- City Develop and Delivery project managers

- City Landscape Architect
- Other subject matter experts (turf specialists, horticulturalists, foresters, mechanical, electrical, structural engineers, etc.)
- Community volunteers (fundraising and public engagement)

Steps

In the Concept phase, the City's project management team:
- Identifies project risks and risk mitigation strategies
- Develops concept plan options
- Develops a project cost estimate for the Community Group's review

The Community Group supports the Concept phase by:
- Completing Business Case Part 2: Concept
- Identifying stakeholder requirements within the community
- Setting goals and writing a plan for raising funds to pay for the project
- Providing input into the concept plan based on community feedback

The City Liaison supports the Community Group's efforts to:
- Develop a fundraising plan and schedule for future deposits
- Engage community members and the public with the project
- Complete Business Case Part 2 and Checkpoint 2 package
- Provide feedback on the Landscape Architect's concept plan and budget

Deliverables

The City's Checkpoint 2 document identifies deliverables for the Concept phase. The Community Group, Develop Project Manager and City Liaison meet to review and agree on deliverables and any additional requirements that may help the team prepare for the Design phase.

Community Group Deliverables	City Deliverables
NPDP Concept Phase Checkpoint 2	Project Charter
Business Case Part 2: Concept	Concept plan & cost estimate to +/- 50%
Fundraising & public engagement plan	Approved concept plan
NPDP Funding Agreement	NPDP Funding Agreement
Project Deposit #2: 10% of community cost estimate	

The Concept phase follows Plan, Do, Check and Approve project management steps.

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

See appendix for the NPDP Concept Phase Checkpoint 2 Package

Project Management

The Develop Project Manager is responsible for:
- Making sure the project is managed according to the City's Project Develop and Delivery Model (e.g., project charter, risk register, issues log, cost estimate, checkpoints)
- Preparing the concept plan and preliminary/site development design for review by the Community Group and the City's project team

Write Business Case Part 2: Concept

The business case acts as a reference tool and guiding document for the Community Group's role in the Design and Build phases of the project. Writing the business case also helps the Community Group summarize information they will use for grant applications and other fundraising and community engagement activities.

City Liaison is available to help the group complete their business case. This includes support for developing the group's community engagement and fundraising plans.

The Community Group will also update the Business Case Part 1: Strategy as needed throughout the Concept phase, based on the Landscape Architect's concept plan and overall project estimate.

The City's template for Business Case Part 2: Concept asks for the following information.

Updated Business Case Part 1: Strategy
- As needed

Detailed Project Description
- Project details and cost estimate based on the City's concept plan
- Enhanced project elements that require ongoing maintenance by the Community Group (if any)

Funding Strategy
- Strategy assumptions, including the cost of fundraising
- Funding sources, not limited to:
  - Community League and/or other stakeholder groups (e.g., Parent Council)

    ○ Casino funds to be designated to the project

    ○ Grants available (note requirements for matching and recognition)

    ○ Additional fundraising activities (e.g., events, sales)

Operational Impacts

- Operating impacts and plan to manage:
  - ○ Costs related to maintenance agreements for project elements not covered under the City's maintenance program
  - ○ Budget to cover unexpected costs such as vandalism (e.g. graffiti removal)

Appendices: Business Case: Part 2

- Community Group minutes with approved motion that the group proceed with the project as described in Business Case Parts 1 & 2
  - ○ Letter(s) of support
  - ○ Approvals of grant applications and Alberta Gaming, Liquor and Cannabis (AGLC), if gaming funds will be used
  - ○ Operational budget (as required for maintenance agreements)
  - ○ Community Group's current bank statement
  - ○ Updated Project Committee Terms of Reference
  - ○ Updated public engagement plan
  - ○ What We Heard updates

Concept Plan & Project Estimate

The concept plan shows the proposed arrangement of project elements on the site. The community will begin to see how the site will be used and can provide feedback to the Landscape Architect. This back and forth between the community and LA sets the tone for the overall aesthetic of the future space and provides the foundation for detail to be added in the Design phase.

The City LA prepares a concept plan that outlines the community's vision for the project and indicates the location of the project on the park site. It may be a bubble diagram or a more refined plan that illustrates spatial relationships among park elements and how the amenities fit together.

The Develop Project Manager completes the concept cost estimate, with accuracy to +/- 50%, for the Community Group to approve. At this stage, the estimate is at a high level. The final project cost might be 50% lower or 50% higher. The strategy outlined in Business Case Part 1 is critical to the LA's development of the concept plan. The project's strategy helps the LA and Community Group confirm the desired elements for the park.

Review Concept Plan & Project Budget

The Community Group will:

● Review the concept plan to ensure that it reflects the strategy the group identified in Business Case Part 2

● Share the plan with community and project stakeholders to obtain feedback and confirm their support
  ○ The public engagement plan in Business Case Part 1 should identify how the group will seek feedback and confirm support

● Provide feedback to help the LA revise the Concept plan and cost estimate to meet the Community Group's budget

● Confirm that the concept is achievable within the group's fundraising capacity

Sample Concept Plan
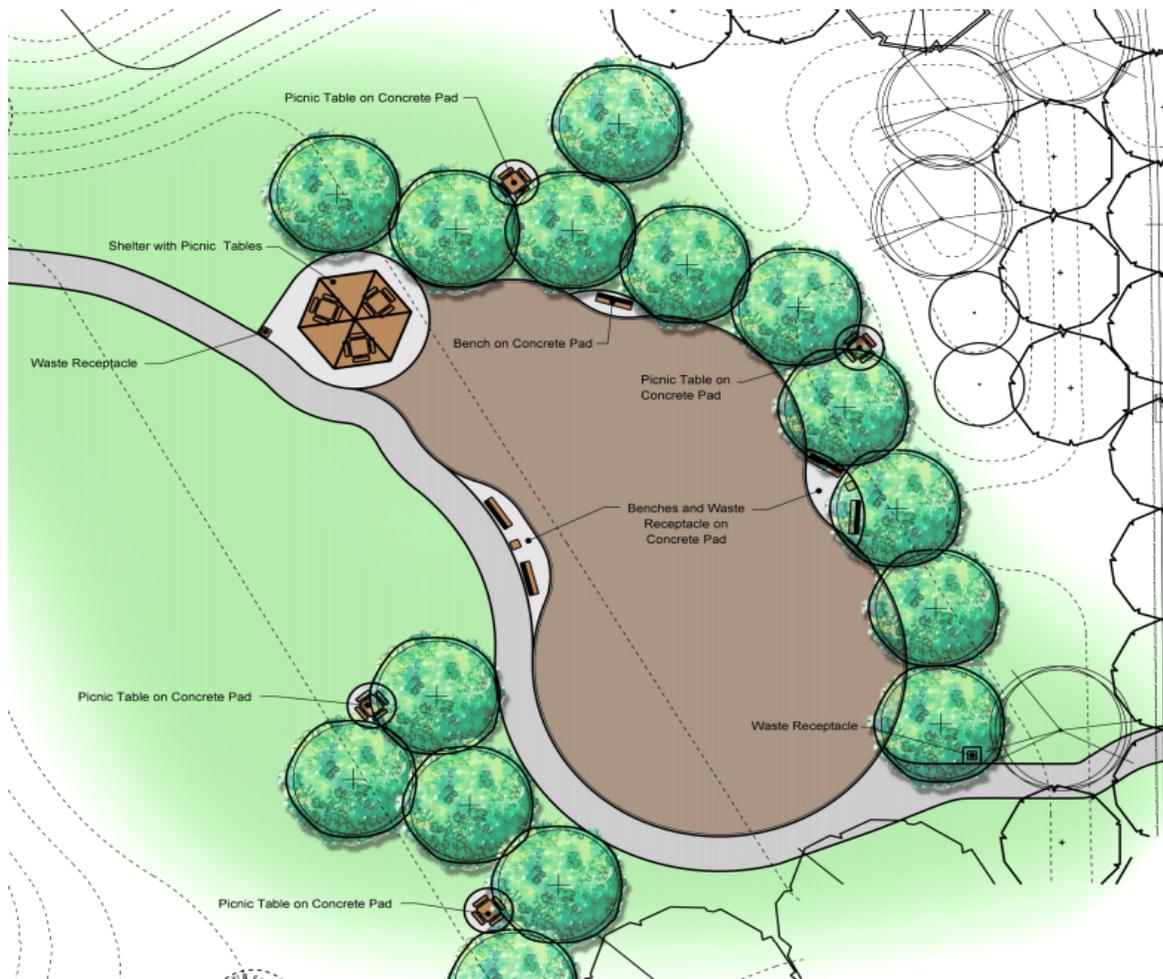
If the Community Group is unable to raise the funds needed to complete the project as estimated in the Concept phase, the Community Group and City Project Manager will work together to divide the project into manageable phases or to reduce its scope to align with community priorities and budget details.

While the Community Group completes public engagement for the concept as outlined in their PEP, the Develop Project Manager circulates the concept plan to relevant City of Edmonton departments and external stakeholders (e.g. school board, utility companies) for comments, conditions, advisements, and ultimately, support for the project.

The concept plan and estimate will be refined based on feedback from the Community Group, City review, and internal circulation comments.

Approve Final Concept Plan & Project Budget

To proceed to the Design phase, the group must approve the final concept plan and project budget.

Review Draft NPDP Funding Agreement

The Community Group will receive:
- An unsigned NPDP Funding Agreement for their board's review
- A funding letter confirming the level of NPDP funding available for the project

This legal agreement ensures that each party knows their responsibilities. The intent of the agreement is to protect both the City of Edmonton and the Community Group.

The NPDP Funding Agreement:
- Describes the project's scope; City and community design and construction roles and responsibilities; scheduling; and project reporting requirements
- Outlines funding requirements, processes and implications for termination of the contract if a Community Group defaults on its funding obligations
- Requires community support through attachment of Community Group meeting minutes with an approved motion that the group enter into the agreement

Prepare for Deposit #2

The City calculates the total project cost using a formula that combines all project costs:
- Community Cost + City of Edmonton Cost = **Total Project Cost**

The amount of Deposit #2 is based on 10% of the project balance minus the Community Group's initial, non-refundable $5,000 deposit. The formula for this calculation is:
1. Total Project Cost – (NPDP Funding + City of Edmonton Cost) = **Project Balance**

2. (Project Balance – $5,000 Deposit #1) x 10% = **Amount of Deposit #2**

If the Community Group decides not to sign the funding agreement, their initial $5,000 deposit will not be refunded.

Review Checkpoint 2

For the Check step, the City's Develop Project Manager convenes the review team:
- Community Group board or project committee representative
- City Liaison
- City Landscape Architect
- Others appropriate to the complexity of the project

This review team will check the Checkpoint 2 deliverables for completeness and quality. The Community Group, City Liaison, Develop Project Manager and respective City supervisors sign off to indicate all items have been completed and verified.

Concept Phase Checkpoint 2

The completed Checkpoint 2 is approved by a City Planning and Design Director or their delegated authority. If the project is approved for the Design phase, the Community Group will receive a copy of the approved Concept phase Checkpoint 2. This document also serves as the approval for the City to sign the NPDP Funding Agreement with the Community Group.

Sign NPDP Funding Agreement & Make Deposit #2

As part of their review and approval, the City and Community Group must sign their agreement before the Design phase can begin. Once the group has submitted Deposit #2 (10% of their project cost), the signed agreement is filed at the City Clerk's Office and a hard copy provided for the Community Group's records. The City Liaison will coordinate the process for signing the agreement.

The Community Group has one year from the date they first receive the City's offer to sign the agreement and pay Deposit #2. Entering into the agreement requires signatures under each Community Group's bylaws. In some cases, more than one community group may be involved in the project.

Depending on the length of delay and changes in market conditions, cost estimates may need to be updated before the project can restart. If the group does not sign the agreement within one year, the City may cancel the project and make City resources available to other community groups that are ready to move forward on their project.

Verify Signatures with Commissioner for Oaths

Community members who sign agreements with the City must have their identity verified by an Alberta Commissioner for Oaths. This process requires:

● Affidavit of Execution and Affidavit of Verifying Corporate Signing Authority
● A witness to the signature (on affidavits and on the agreement itself)

The City can provide forms for this process. If the City Commissioners for Oaths are not available for this step, any Alberta Commissioner for Oaths can complete these forms. A Commissioner for Oaths is not required if the Community Group has their own Corporate Seal and authority to use it to execute the NPDP Funding Agreement.

Lessons Learned: Concept Phase

As part of the Check step, City staff and the Community Group discuss lessons learned in the Concept phase. This builds on "Lessons Learned" after the Strategy Phase. The final check helps the City and Community Group:

● Document successes and challenges
● Consider the causes and impacts of positive and negative experiences
● Make recommendations to repeat successes, avoid challenges, and improve the process overall

Chapter 5: Developing the Details (Design Phase)

Design Phase Deliverables
DEVELOP – PRELIMINARY DESIGN
Site Development Plan & Budget
Community Review & Approval
Preliminary Design Review
Community Group Deposit 3
Development Permit Application
DELIVER – DETAILED DESIGN
Site Amenities Procurement
Construction Drawings

Design Phase Overview

There are two distinct stages in the Design phase. First, the Landscape Architect develops a preliminary design based on the ideas presented in the concept plan. By adding detail to the drawings, the LA ensures that the concept is achievable and will meet the community's needs. The LA and Develop Project Manager use the preliminary design to refine the project budget and secure development permits from the City.

In the second part of the Design phase, the role of project leader transitions from the Develop PM to the Delivery PM. The Delivery PM guides the project through detailed design and begins the process to invite bids and award contracts to vendors who will deliver the project in the Build phase.

During the Design phase, the Community Group continues to raise funds and invite feedback from their community. Responses from the community will influence the Community Group's feedback to the City on key project elements in the preliminary and detailed designs. Their feedback may also require including or excluding certain items from the project scope. The Community Group also submits its final contribution to the project cost (Deposit #3), based on amounts in the NPDP Funding Agreement.

Participants

The Design phase project team includes:
● City Develop and Delivery project managers

- City Landscape Architect
- City Liaison
- Other subject matter experts (turf specialists, horticulturalists, foresters, geotechnical, mechanical, electrical, structural engineers, etc.)
- Community Group board or project committee

Steps

In the Design phase, the Community Group focuses on:
- Raising funds to pay for the balance of the project
- Inviting community feedback on project design
- Communicating feedback to the City on key project deliverables
- Reviewing and approving project design, site development plan, and budget

With input from the City and the Community Group, the LA and Develop PM are responsible for:
- Completing a preliminary design through the site development plan
- Refining the overall project budget
- Securing permits to proceed to detailed design

With input from the City and the Community Group, the LA and Delivery PM are responsible for:
- Completing detailed design and construction drawings
- Sending out tender documents to potential suppliers
- Procuring amenities from suppliers and contractors

Deliverables

Community Group Deliverables	City Deliverables
Review and approve: - Site development plan - Updated project cost estimates	Landscape Architect delivers: - Site development plan - Construction drawings and specifications for detailed design
- Updated fundraising plan - Community feedback on project design	Develop Project Manager delivers: - Refined cost estimate with +/–30% accuracy - Development permits for site
- Project Deposit #3: balance of project cost - Review and evaluate vendor proposals - Confirm that vendor proposals meet community requirements and preferences	Delivery Project Manager delivers: - Detailed design - Tender package for bids from vendors - Bids awarded to preferred vendor(s) - Refined cost estimate with +/–20% accuracy

Design phase follows Plan, Do, Check and Approve project management steps.

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

Site Development Plan & Initial Cost Estimate

The City Landscape Architect prepares a site development plan, in consultation with the Community Group. The site development plan:

- Builds on Strategy and Concept phase documents
- Includes all project element
- Clarifies details such as material types, as new information comes to light
- Provides the basis for a more accurate cost estimate and budget

The Develop Project Manager completes a project estimate with accuracy to +/– 30%, for the Community Group's approval.

Sample Site Development Plan
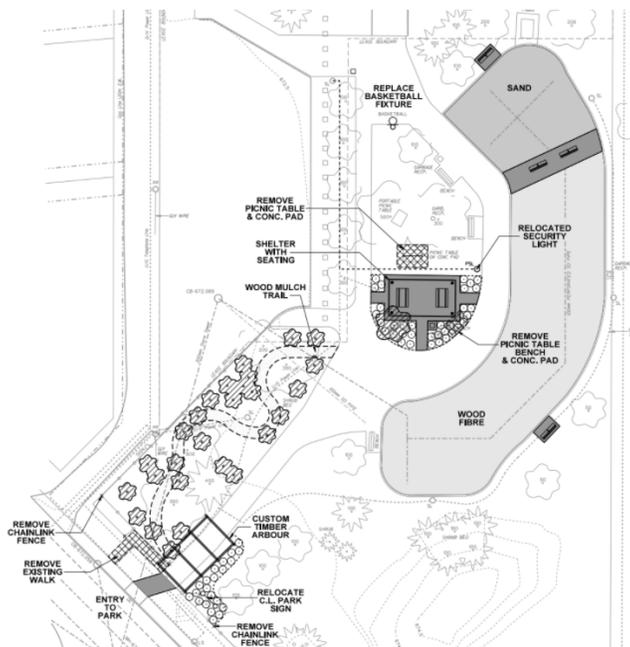
Approve Site Development Plan & Project Budget

The Community Group reviews the site development plan for alignment with their community engagement plan and project committee Terms of Reference. After the site development plan is approved, there is little flexibility for adjustments. Major changes cost time and money and will delay the project.

External Review of Site Development Plan

The Landscape Architect circulates the site development plan to City of Edmonton internal stakeholders. Depending on the project, the plan may also be reviewed by external stakeholders (e.g. affected school boards, utility companies) for their final comments and conditions.

Submit Project Deposit #3

After approving the final site development plan and budget, the Community Group submits the balance of their contribution to the project.

The project will not proceed until the City has received this funding. If the group anticipates receipt of funds from a third party, such as a grant organization, but does not have the cash in hand, the City will accept a letter from a funding agency stating that funding is approved.

Planning for Project Enhancements

The City considers some NPDP project elements as enhancements. These elements will require the Community Group to accept ongoing financial responsibility for maintenance and operation. Examples include:

- Donor recognition plaques
- Park entrance features
- Optional lighting
- Gazebos and other shade structures
- Art and art installations not covered by the Edmonton Arts Council

The Community Group works with the City to sign a maintenance agreement for enhanced project elements. Community Groups must commit financial resources to maintain these elements and ensure they are viable for their full lifespan. The agreement outlines the Community Group's responsibility for:

- Maintenance, repair, and lifecycle replacement of the element
- Insurance for the enhancement itself and related liability
- Third-party damages such as vandalism

Development Permits

To move the project through the Design phase, the Develop PM applies for a development permit from the City. Development permits approve the use of a site, as well as the size and location of proposed buildings or structures.

Detailed Design

Detailed design refines the preliminary design, adds detail to its specifications, and gives cost estimates a high degree of accuracy. The Delivery PM uses the LA's detailed design to update the cost estimate with accuracy to +/– 20%.

Purchase of Site Amenities

Site amenities include items such as playground equipment, site furnishings, shade structures, spray equipment and so on. The Delivery PM oversees proposals and pricing for site amenities. The Delivery PM provides the Community Group with a project overview template for playground and amenity equipment.

The City invites pre-qualified vendors to submit a proposal to provide site amenities for the project. The package will include information such as:

- Overview of park project
- Site development plan
- Scope of work to be done
- Project budget
- Criteria for evaluating proposals

The Delivery PM includes the Community Group in evaluating proposals received from vendors. Community Group feedback will be critical to ensure that the successful vendor meets community requirements and preferences.

Proposal Review & Negotiation

Before accepting equipment into the City's inventory for public use, City Operations will review the preferred vendor's proposal to:

- Ensure it meets City standards
- Identify any special maintenance concerns
- Note whether additional resources may be needed (e.g., for specialized equipment)

For example, for a playground or spray deck project, City Operations will assess the layout of play equipment, its proximity to other features such as trails or trees, and placement of furnishings.

After the City selects the preferred vendor, there will be an opportunity to make minor adjustments to the amenities selection. The budget will not be increased.

CSA & Playspace Standards

All equipment approved by the City must comply with Canadian Standards Association (CSA) and City of Edmonton Playspace Standards. Not all equipment in vendors' inventories is approved for use by the City of Edmonton. Anything not meeting these standards will be removed before the City awards the contract.

Construction Drawings for Build Phase

Construction drawings include all the information necessary for a Construction Contractor to bid on and then build the project. These drawings are accompanied by a project budget with -10% to +10% accuracy.

The Landscape Architect prepares the construction drawings. It typically takes 4 to 6 weeks to complete the drawings, and depends on the complexity of the project.

The City's Develop Project Manager is responsible for confirming completeness and quality of design phase deliverables to the satisfaction of the Delivery Project Manager.

The City's Develop Director and Infrastructure Delivery Director (or their delegated authority) approve the project to move from the Design phase to the Build phase. This is referred to as Checkpoint 3.

Chapter 6: Building the Project (Build Phase)

Strategy	**Build Phase Deliverables**
Concept	Tender Document
Design	Community Notification
Where we are today **BUILD** PHASE	Construction Completion Certificate
	Project Reconciliation
Operate	Project Evaluation

Build Phase Overview

The Build phase involves actual construction on the City's parkland. In this phase, the Community Group's project comes to life in the real world. The site construction tender is released to procure the contractor(s) who will now build and install the amenities onsite. The work is detailed in the construction drawings and specifications.

The Delivery Project Manager's role is to keep the project on schedule and on budget. This is done by ensuring the construction contractor(s) understands the project scope, schedule, and budget. The Delivery PM also keeps the project team, including the Community Group, updated on construction progress.

Participants

The Build phase project team includes:
- Delivery Project Manager
- Develop Project Manager
- Site construction contractor(s)
- Approved supplier vendor(s)
- Community Group board members or project committee
- City Liaison (typically a Neighbourhood Resource Coordinator)
- Other subject matter experts (turf specialists, horticulturalists, foresters, mechanical, electrical, structural engineers, etc.)

- Project review team (City & Community Group)

Steps

To begin the Build phase, the Delivery Project Manager:

- Sends out a tender package to approved contractor vendors
- Coordinates evaluation of bids with the Landscape Architect and the Develop Project Manager
- Recommends and awards the tender to successful bidder

Deliverables

The Delivery Project Manager leads the completion of Build phase deliverables.

Community Group Responsibilities	City Deliverables
- Coordinate donour recognition elements	Delivery Project Manager: - Invites proposals for site construction - Confirms that site construction contractor(s)' proposals meet design requirements
	Develop and Delivery Project Managers: - Evaluate site construction contractor(s) bids with LA
- Attend site start-up meeting	Delivery Project Manager: - Notifies preferred site construction contractor(s) - Completes post-tender estimate to +/-10% - Organizes and leads site start-up meeting
- Provide updates to the community on construction progress - Reconcile grants with project funders	Delivery Project Manager: - Monitors construction progress and change management throughout construction - Schedules site inspections and testing - Leads Construction Completion Certificate process
- Begin planning for project celebration	Delivery Project Manager: - Manages warranty maintenance period with site contractor - Leads Final Acceptance Certificate process - Reconciles project finances for close-out

	with community

Build phase follows the Plan, Do, Check and Approve project management steps.

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

The Delivery Project Manager completes the plan for the Build phase. This is an internal City deliverable to ensure that the project is on track and that appropriate steps are taken to ensure project success.

Site Construction Contractor

The City hires a Site Construction Contractor to build the project on the park site. The Delivery Project Manager keeps the Community Group informed throughout this process and seeks their input when necessary.

The tender process is administered by City of Edmonton Corporate Procurement and Supply Services. The Delivery Project Manager:
- Develops the tender package
- Evaluates the bids received with the Develop Project Manager and Landscape Architect
- Recommends who should receive the contract
- Negotiates and manages the City's contract with the Site Construction Contractor
- Awards the tender to the successful bidder(s).

Final Construction Budget

The equipment procurement budget is a Site Development +/- 30% cost estimate. If vendors' submissions exceed the budget provided by the City, based on the community's budget, those submissions are disqualified.

The site procurement cost estimate is a Detailed Design/pre-tender +/- 20% cost estimate. This estimate is informed by greater detail and more accurate quantities derived from those drawings. If submissions exceed the budget provided by the City, the Delivery PM adds or deletes items already identified as optional, based on the community's needs and preferences. Alternatively, the Community Group may decide to provide funds to cover the additional costs.

Once all contracts have been awarded, the Delivery Project Manager updates the cost estimate to set the final construction budget based on a cost estimate to +/-10%. The final budget includes actual

pricing quoted by vendors.

Notify the Community

The Delivery Project Manager provides regular updates on the timing of construction to the Community Group. When it is close to the construction start date, the Community Group will notify property owners and residents at large that the project will begin. This is often done through social media channels and community league websites. The PM's regular updates to the Community Group throughout construction can also be shared with residents.

Construction Progress

Startup Meeting

Construction projects begin with a formal construction startup meeting. This meeting gives the Community Group chair or designated representative(s) a chance to meet the Build team.

The Delivery Project Manager introduces all involved in the project and clarifies the project scope as well as the lines of communication. Those in attendance at this meeting may include:
- Representative(s) from the Community Group project committee
- Site construction contractor
- Site amenity vendor(s)
- City of Edmonton
  - Playspace Supervisor
  - Landscape Architect
  - Building & Trades (plumbers, electricians)
  - Forestry
  - Health and Safety Engagement (HSE) Coordinator
  - Develop and Delivery Project Managers
- Other interested parties (e.g., school principal, City Liaison)
- Other subject matter experts as required (turf specialists, horticulturalists, foresters, mechanical, electrical, structural engineers, etc.)

Regularly Scheduled Site Meetings

The Delivery Project Manager schedules regular meetings to:
- Ensure that the project is progressing as scheduled
- Provide support to the construction contractor

A Community Group representative may also be invited to the regular construction meetings. At certain milestones the Delivery PM invites others to attend. For example, input from the Community

Group may be required for items such as final furniture placement before it is anchored in place.

Ongoing Construction

Throughout construction, the Delivery PM oversees the project's progress. The Develop PM, and especially the LA, provide support. Together, they ensure that City of Edmonton standards are being followed and that special community requests have been captured.

The Delivery PM's role is to:
- Provide regular updates to the Community Group
- Schedule amenity delivery and installation
- Coordinate construction surveyors, inspectors, and materials testing as needed
- Follow up on site issues and concerns with project elements
- Review invoices from vendors and site construction contractor(s) and submit payments
- Respond to changes as they arise

Construction Safety & Occupational Health and Safety

The City transfers responsibility for Occupational Health and Safety to the prime contractor, who is responsible for and controls access to the site during construction. All site visits must be coordinated through the prime contractor and a safety orientation must be completed before entering the construction site. Where feasible, these meetings will take place outside the safety zone when community members are present. Otherwise, Personal Protective Equipment (PPE) will be required.

Construction Completion Certificate (CCC)

The Delivery Project Manager works with City Operations to evaluate construction completion and identify any areas that need further attention from the contractor. This is usually done by onsite walkthrough(s) with subject matter experts, until any noted deficiencies are corrected. A representative for the Community Group may be invited to participate in the walkthrough(s), depending on the project's timing and scope.

The project is considered "in-service" when:
- Construction is complete
- All initial inspections are complete
- The security fence has been removed
- The Construction Completion Certificate is signed off.

One year after the CCC is issued, the prime contractor returns responsibility for the site to the City, for ongoing operation and maintenance. During that one-year period, the contractor maintains the site as part of their warranty maintenance period. Playgrounds are the only exception and become maintained and operated by the City when the CCC has been issued.

Confirm Build Phase Deliverables are Complete

The Delivery Project Manager and designated City team members are responsible for confirming that the Construction Contractor has completed Build phase deliverables to City standards and their contract.

This includes coordination of as-built drawings from the site construction contractor(s). These drawings provide:

- Details for how and where project elements were constructed
- A record of any changes from the construction drawings.

One year after the CCC, the City will work with the contractor to prepare for the Final Acceptance Certificate.

Final Acceptance Certificate (FAC)

After the one-year warranty maintenance period expires with the site contractor and suppliers, the Delivery Project Manager works with City Operations to evaluate the project site and identify any areas that need further attention from the contractor. This is usually done by onsite walkthrough(s) with subject matter experts until any noted deficiencies are corrected. A representative for the Community Group may be invited to participate in the walkthrough(s) depending on timing and project scope.

Once any deficiencies have been corrected, the project is considered complete and the Final Acceptance Certificate is signed off. The Delivery Project Manager then prepares for the project's transfer to the City's inventory with City Operations.

Reconcile Financial Statements

The Delivery Project Manager prepares a financial reconciliation for the project and shares it with the Community Group. This is the final report on the project's actual costs.

This is provided up to 60 days after the Final Acceptance Certificate is issued, which is one year after the CCC has been issued.

The final reconciliation includes all costs incurred to date and summarizes Community Group costs and City costs. If not all of the Community Group's funds have been spent, there may be a refund owing. If unexpected costs were incurred and previous deposits did not cover such costs, there may be a payment needed from the Community Group to settle the project account. In some instances, the project may break even and there is no outstanding amount to settle.

Depending on grants that the community has received for their project, such as a grant through the Provincial Government's Community Facility Enhancement Program (CFEP), the City can provide an interim reconciliation to satisfy reporting requirements at the time of CCC. This is available from the

Delivery Project Manager upon request.

Summarize Lessons Learned in Design and Build Phases

At the conclusion of the project, City staff will meet with the Community Group to complete a project evaluation. This builds on"Lessons Learned" after the Strategy and Concept Phases.

This final check focuses on the Design and Build phases. The purpose of the meeting is to:
- Document successes and challenges
- Consider their causes and impacts
- Recommend steps to repeat the successes and meet the challenges in future projects
- Improve the City's project management process

This activity is part of the continuous improvement process for the Park and Facility Development process.

The Open Space Infrastructure Delivery Director or delegated authority approves the project to move from the Build phase to the Operate phase.

Chapter 7: Ongoing Operations (Operate Phase)

Operate Phase Deliverables
Execution of Agreements
Grant Reconciliations
Celebration

Operate Phase

The Operate phase begins after the Final Acceptance Certificate is issued. At this time the contractor's warranty maintenance period is over and City Operations takes the amenity into City inventory. This means the project is now complete! YAY!!

The shift from the Build phase to Operate phase requires completing the following:
- Final reports such as budget and grant reconciliations
- Plans for:
  - Operating
  - Maintenance
  - Parks conservation
- Maintenance of enhanced project elements not covered by the City

The Operate phase also includes looking ahead and planning for a time when the amenity might need to be replaced, anywhere from 5 to 30 years in the future. The City's tracking and management plan schedules the amenity for maintenance and upkeep at specific intervals, to help it last its lifetime.

Participants

The Operate phase project team includes:
- City of Edmonton Operations

- Community Group
- Community volunteers and donors
- Community members who use and enjoy park amenities

Steps

In this phase, City Operations takes responsibility for the asset, completing regular maintenance and asset assessments to keep track of the condition of the amenity. This includes but is not limited to inspection of components of the amenity at a set interval.

The Community Group:
- Submits grant reconciliations and final reports to project funders
- Maintains enhanced project elements as outlined in the maintenance agreement
- Hosts a celebration of project completion

Deliverables

Community Group Deliverables	City Deliverables
Reconcile remaining grants and final reports with project funders	Transfer project to City Operations
Celebrate project completion	Celebrate with Community Group
Recognize donors and volunteers	Set maintenance and assessment schedules
Maintain enhanced park elements	

Submit Grant Reconciliations & Final Reports

The Delivery Project Manager provides a final reconciliation of project finances at the end of the Build Phase. The Community Group uses this report to complete its final reports to project funders. The City Liaison will assist the group in reconciling the grants (CFEP and others) as applicable.

Celebrate the Project's Success

Community groups often plan a grand opening or celebration to encourage community residents to view the new park facility and recognize all of the hard work and efforts put in by the volunteers. The celebration is a time to:
- Thank project funders and supporters
- Recognize community volunteers who assisted in the planning and creation of the park project

- Enjoy the new amenity together as a community

Set the Date

The Community Group should plan to hold this special event a few months after the amenity is scheduled for FAC. Set a date that allows time to:

- Ensure project deficiencies have been corrected
- Provide ample notice for special guests to attend the event
- Allow for an amenity trial period as a 'test run'

The celebration can take whatever form the Community Group finds suitable. The City Liaison will work with the Group to help plan their celebration. For more celebration information, check out this City of Edmonton website Event Planning.

Invite Special Guests

The City Liaison can help coordinate invitations to:

- City of Edmonton special guests such as the Mayor, Ward Councillor
- Other appropriate City staff
- Member of Parliament (MP) or Member of Legislative Assembly (MLA)

Maintain the Amenity

Once the project is complete, the amenity will be added to the City's inventory of assets for operation and maintenance. The City will regularly monitor and maintain the asset itself. As the asset ages, if there is damage or wear and tear that makes it unsafe, the City will repair or replace these unsafe pieces with the same piece. In some cases, the City may not be able to obtain the exact replacement. In these instances, the piece will be removed if it cannot be replaced.

Each City asset has an expected life cycle. A typical playground will need to be replaced every 20 to 30 years depending on use, type of equipment, and availability of parts. The lifecycle on other amenities, such as site furnishings and pathways, will vary, also dependent upon use.

The City's inventory for each piece of equipment includes its current condition rating. When the time comes that an amenity is rated as being in poor condition during its regular asset assessment, that means it is nearing the end of its lifecycle. At that time, the City will inform the community that the asset will need to be replaced within the next 5 years. The City does not expect the community to also track this information and informs communities of these timelines because they are often not aware of them.

As the amenity nears the end of its life, the community is engaged to become involved to support its redevelopment through the Neighbourhood Park Development Program. In some cases, if there is no plan for replacement or there is no ability for the community to mobilize, if the asset is unsafe, it will be

removed from the park site.

Maintain Enhanced Project Elements

For enhanced project elements, the contractor's warranty maintenance period also ends at FAC. The Community Group's maintenance agreement goes into effect at this time. It will also guide future operations.

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 encounter any issues accessing documents, please let us know by emailing: **parkandfacilitydevelopment@edmonton.ca**

Resource List	Related Web Link
Acronyms	Link
Definitions	Link
NPDP Process Map	Link
Strategy Phase Templates	
Project Proposal	City Liaison to provide to group
Sample Committee Positions	Link
Community Led & NPDP Strategy Phase Checkpoint 1 Package: Ask your City Liaison for a fillable version	City Liaison to provide to group
NPDP 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
NPDP Funding Application	Link
Concept Phase Templates	
NPDP Concept Phase Checkpoint 2 Package: Ask your City Liaison for a fillable version	City Liaison to provide to group
NPDP Funding Template -Ask your City Liaison for a fillable version	Link
NPDP Grant Tracking and Planning Tool -Ask your City Liaison for a fillable version	Link