

Planning and Design Resources

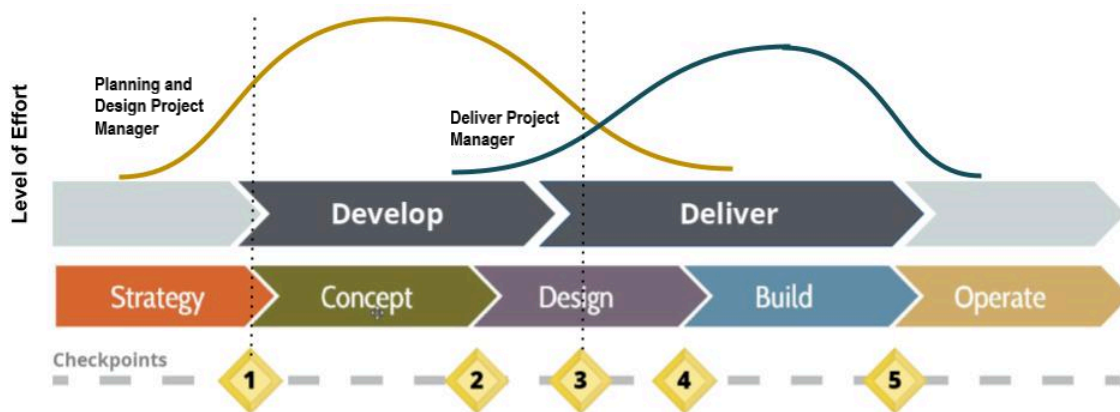
The transformation of Integrated Infrastructure Services and the introduction of the PDDM brought a fresh approach to managing capital projects. This approach involves two specialized teams for each asset: one focused on project development (planning and design) and the other on project delivery. This structure ensures that each team's unique skills and strengths are fully leveraged throughout the project's lifecycle.

Planning and Design Team: Led by the Planning and Design Project Manager, this team takes charge from Checkpoint 1 through to Checkpoint 3. Their expertise lies in:

- Public and Stakeholder Management: Engaging with the community and stakeholders to gather input and address concerns.
- Translating Strategy into Design: Turning strategic goals into practical infrastructure concepts.
- Managing the Prime Consultant: Selecting and overseeing the designer to ensure the project meets its requirements.
- Developing Project Requirements: Based on priorities, policies, and standards.

Delivery Team: Led by the Delivery Project Manager, this team takes over from Checkpoint 3 and continues through Checkpoint 5 (Handover). Their focus includes:

- Completion of detailed design: Preparing the market documents for procurement (i.e. Tender Documents and Drawings).
- Contract Management of the Prime Contractor: Overseeing the construction team to ensure the project is built to specification and required quality metrics.
- Handling Project Changes: Adapting to changes and managing risks during construction.
- Integrating Technical Knowledge: Ensuring that the design is practical and buildable.
- Value Engineering: Finding cost-effective solutions without compromising quality and the program.
- Health and Safety: Managing construction site safety and risk.



By involving the Delivery Project Manager early in the planning and design phase, the City ensures continuity and leverages its construction expertise. As shown in the diagram above, project managers' involvement evolves throughout the project, optimizing resource use and enhancing the efficiency of the entire capital program.

Project Governance and Team Formation

The Project Sponsor or their delegate generally oversees project governance, especially for complex projects. For highly complex, multi-service projects like a new recreation center or park redevelopment, a steering committee may be formed. This committee includes project sponsors, strategy and operations partners, and key stakeholders.

Once a project passes PDDM Checkpoint 1, the Planning and Design Project Manager assembles a dedicated team to meet the project's objectives according to the City's processes. This team includes:

- **Internal and External Resources:** Representatives from Operate and Strategy Business Partners, subject matter experts (such as owner engineering, architects, asset managers, and others), and internal stakeholders from communications, finance, law, procurement, and real estate.
- **External Expertise:** For facility projects, the Prime Consultant is typically the architect, while for transportation projects, it is usually a civil or structural engineer. The Planning and Design Project Manager handles procurement and contract management.

For collaborative delivery methods like construction management, the Delivery Project Manager leads procurement and contract management during the planning and design phases. At Checkpoint 3, they take full ownership of project relationships and contracts.

Typical Project Roles, Responsibilities and Resources

Municipal infrastructure supports the provision of services to users. To develop and eventually deliver a project, varying responsibilities and accountabilities ensure that program and service needs are met while complying with safety, legislation, city plans, and priorities. Achieving a project's multiple requirements requires several skill sets that must work cohesively.

The table below outlines the typical project roles and responsibilities.

Role	Responsibilities	Typical Representative
Governance		
Project Sponsor	Provides direction and financial resources and supports the project objectives.	Branch Manager, Infrastructure Planning and Design (PDDM CP 1-3) Branch Manager, Infrastructure Delivery (PDDM CP 3-5)
Strategy Business Partner	Identifies and justifies the business need in alignment with the organization's strategic goals. Defines the problem and measure of success.	Branch Manager leading a service or strategy. Ex.: ETS, Community Recreation and Culture, Planning and Environment Services
Operate Business Partner	Benefits from the output and receive the asset to operate, use and/or maintain.	Branch Manager leading an operational area Ex.: Parks and Roads Services, Fleet and Facility Services, ETS, Community Recreation and Culture
Project Manager Lead	The role given the delegated accountability, authority and responsibility to achieve the project objectives. Responsible for delivering the project, which includes the duties related to management, communications, reporting, review and approval.	Project Manager, Infrastructure Planning and Design (PDDM CP 1-3) Project Manager, Infrastructure Delivery (PDDM CP 3-5)
Project Manager Support	Supports the lead project manager to achieve the project goals and objectives with complementary expertise and experience.	Project Manager, Infrastructure Delivery (PDDM CP 1-3) Project Manager, Infrastructure Planning and Design (PDDM CP 3-5)

Attachment 4

Once a project has been assigned to an asset-specific team, the typical project structure, including internal and external resources, is illustrated in the chart below. This non-inclusive chart illustrates the types of resources that could be engaged depending on the nature and complexity of the project.

