

Large Project Management for Small Municipalities



Beaverwood Plant



Operating at 50% capacity and not meeting effluent guidelines for 2020

Magee Plant



Operating at 95% capacity and not meeting 2020 compliance

The Effluent/Capacity Time Crunch

- New effluent regulations released by National and Provincial regulatory bodies.
- 2020 deadline based on our Effluent “quality”



Project Scope

- Estimated at \$40-50 million dollars
- High, sporadic flow rates dictated a non-traditional system
- Quickly became apparent - system would be complex in design and project management
- New system would serve the town needs & 25 years of future expansion;



Next Steps

- Due to size/scope of this project and the potential impact on residents, it was decided we needed outside aid.
- Needed correct design for needs and on schedule
- Expertise to oversee construction and commissioning
- Equal footing with larger municipalities with more in house resources
- In 2014 we decided to go with a project management team



Value of a Project Manager?

- Pro-active planning to reduce risk to our taxpayers
- Efficient on-time communications and coordination
- Constant involvement and expertise – all aspects of the design-build project – RFQ, RFP and subsequent phases,
- Work in close conjunction with our Owner's Technical Consultant CBCL.

Regrets?

- None to date
- Our council would recommend a management team for any major project





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PROJECT LEADERS

Managing risk. Maximizing opportunity.



Projects don't fail at the end...

They fail at the beginning

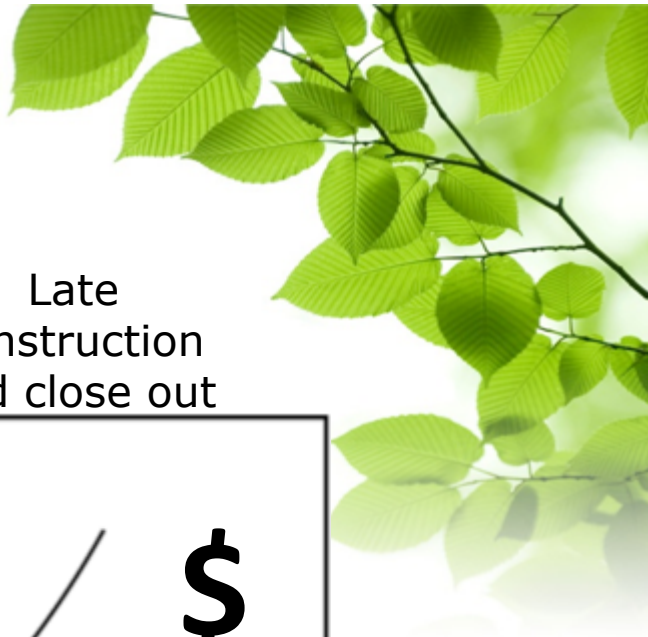


They fail when organizations
don't understand the common
causes of project failure



What are the characteristics of successful projects?

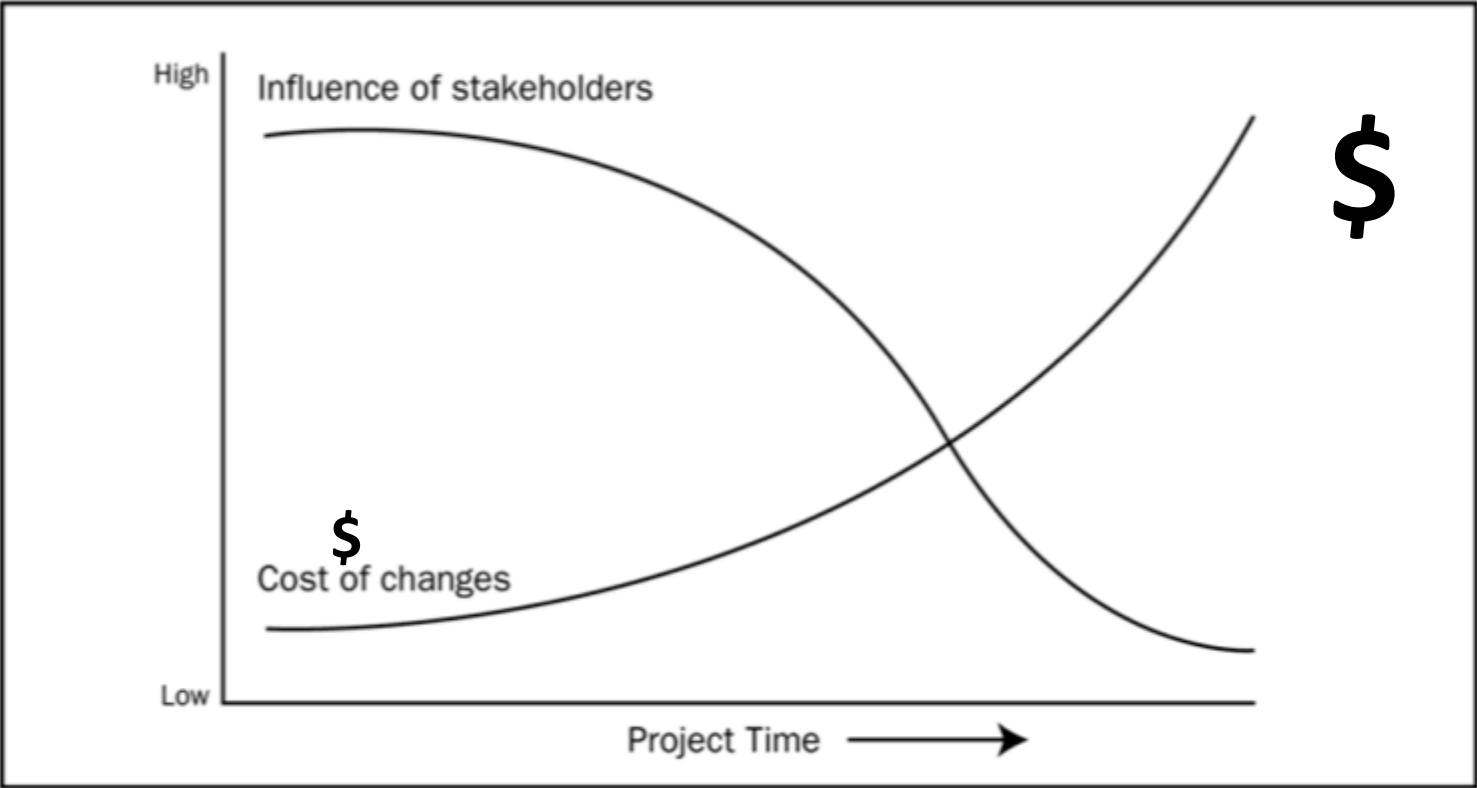
- A project plan that reflects the key priorities and needs
- Effective stakeholder engagement
- Proven project management approach
- Planning vs. Implementation – separate, manageable steps
- Proposal evaluation – long-term “value for money” vs. initial “lowest” price



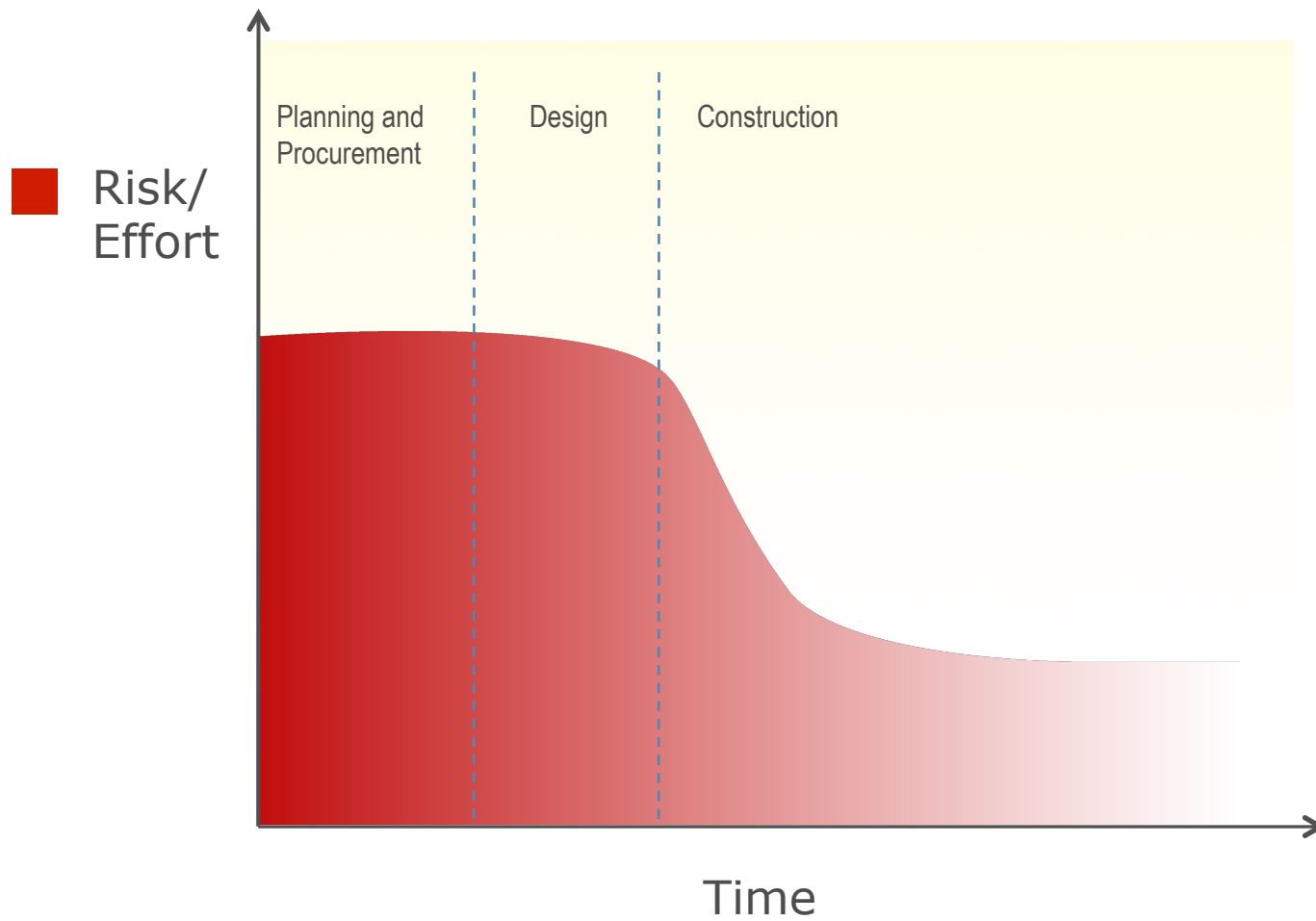
Planning, design
procurement

Initial to mid-phase
construction

Late
construction
and close out



Stakeholders' ability to control change over time decreases





Every project **needs** a project manager

What you need to decide is...

- To use in-house expertise to manage project risk, or...
- To buy the service externally as needed



When should an organization engage a project manager?

- Complex project or team structure
- Distributed Real Estate portfolio
- Lack of skilled or experienced resources
- Multiple stakeholders
- Independent representation needed



Resource Checklist

Does your organization have:

- Experienced resources to organize and lead project teams for complex building projects?
- Specialized skills, tools and methods to effectively lead and control project resources, budgets, schedule and scope?



Leadership and Accountability

- The PM is **responsible** for delivering the project successfully
- The PM is **accountable** to the owner for meeting budget, schedule, scope and quality objectives
- Project management provides **certainty**



The project manager is the owner's representative or agent

- Make the PM your first hire
- Reports directly to the owner and protects their best interests
- Manages all phases of the project lifecycle
- Single point of contact
- PM assembles and leads project team



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