Attachment C

	POLICY AND PROCEDURE MANUAL	
CITY OF MISSION		

Category: Corporate Administration	**Number:** ADM XX	**PROJECT MANAGEMENT POLICY & PROCEDURE**
Type: ☒ Policy ☒ Procedure	**Authority:** ☐ Council ☒ Administrative	**Approved By:** ☐ Council ☒ Chief Administrative Officer ☐ Department Head
Office of Primary Responsibility: Corporate Administration		
Date Adopted: "Insert Date Here"	**Council Resolution No:** "eg: C2013/xxx"	**Date to be Reviewed:** "Insert Date Here"
Manner Issued: Email, Pipeline		

BACKGROUND:

Much of the business conducted by the City of Mission is accomplished through projects of varying degrees of complexity and magnitude. These projects involve everything from contracted services and planning documents to capital construction and operational maintenance projects. Utilizing sound and professional project management principles and practices are key to achieving project goals/deliverables and minimizing project risks such as scope changes, extended completion dates and budget overruns. This document is intended to provide a framework that will enable staff to manage various projects of type, scope and complexity with a focus on achieving the best overall value of goods and services.

PURPOSE:

A successful project is one that is completed within budget, on time, within scope and meets the desired objectives. Successful delivery of projects is more at risk if established project management procedures are not followed. It is important to be aware that projects can be unsuccessful for a variety of reasons, including inadequate project planning, ineffective project management, poor communication among the project team, unacceptable consultant/contractor performance and unrealistic constraints applied by external agencies.

This procedure recognizes that the scope and complexity of municipal projects can vary considerably and that the elements of project management can and do vary with the degree of complexity and risk. However, the principles of sound project management do not vary and should be applied to all projects.

As a general note, project managers are required to use the procedures outlined in this document.

- The Project Manager may delegate certain components of the Procedure to other staff; however, responsibility for the project's success remains with the Project Sponsor.

- Delegation of responsibility will be governed by the roles and responsibilities of the exempt manager involved in the project.

POLICY:

1. **Definitions**

   "Adaptive" means a flexible project life cycle usually applied to projects whose deliverables and phases are not always explicitly known. Adaptive projects include four types: Agile, Iterative, Incremental and Hybrid.

   "Administration" means the Corporate Services Department, which is responsible for ensuring that the policies, programs and other directions of Council are implemented.

   "Administrative Policy" means Policy statements that guide the operational and/or internal work processes of administration, including management of human resources.

   "Administrative Procedure" means the tasks or steps required to follow or implement Council Policy or Administrative Policy, including the assignment of roles and responsibilities, and the detailed steps that outline a particular way of accomplishing something or of acting.

   "Change Order" means a documented change to the Project from the original agreement or contract which could be any combination of financial, quantity or schedule implications.

   "Chief Administrative Officer" or "CAO" means the individual appointed by Council to the position of Chief Administrative Officer (or his/her designate) as the head of Administration.

   "City" means the City of Mission, a Municipal Corporation under the Local Government Act.

   "Contract Administrator" means the person, firm or corporation appointed by the City to fulfil the role as defined by the Master Municipal Construction Documents Association (MMCD).

   "Council" means the duly elected officials of the City, those being the Mayor and Councillors.

   "Council Policy" means Policy statements that provide strategic direction on programs and services delivered by the City which impact or affect citizens or customers, and/or Policy statements that require Council's approval because of legislative or regulatory requirements.

   "Department Head(s)" means those City employees with the title of "director" that are charged with overseeing a particular operational or departmental area and/or their designates.

   "Extra Work" means additional work outside the original project or contract scope which can be at the site or at another location.

   "Hybrid" means a project life cycle that is a combination of Adaptive and Predictive type projects. Hybrid project life cycles can also be a combination of different subsets of Adaptive and Predictive projects.

   "Policy" means general statements or guidelines that are high-level in nature, as opposed to being operationally oriented, which direct a plan, course of action or decision, according to a standard or performance outcome.

   "Predictive" means a project life cycle usually applied to construction and renovation projects where the phases of the project are generally known. Predictive projects include three types: Traditional, Waterfall and Hybrid.

   "Project" means a temporary endeavor undertaken to meet certain outcomes or goals, including the delivery of a particular product or service.

"Project Charter" means a formal written document that details how and when a project's objectives will be achieved by specifying such things as deliverables, tasks, milestones, activities and resources. Risk is also identified, quantified and mitigated. For the purposes of this document, there are two Project Charter templates: Light and Standard.

"Project Management" means planning, organizing and directing resources, both human and financial, to accomplish a specific project. Project Management typically involves five stages: Initiation, Planning, Executing, Control & Monitoring and Closing.

"Project Manager" means the person who manages a project on a day-to-day basis by applying professional project management principles and policies and who has responsibility and accountability for the success of a project. A Project Manager can be exempt or union staff.

"Project Scope" means the limits of work and effort that must be done to deliver the Project. Project Scope is defined within the Project Charter.

"Project Sponsor" means the person to whom the Project Manager reports to and ensures that the project remains on track for successful completion and is ultimately responsible for the project.

"Project Team" means the group that is performing the day to day, project specific tasks such as planning, design, inspection, administration, coordination, etc.

"Scope Creep" means small, inadvertent and unforeseen changes that can lead to continuous growth of a project scope leading to increased costs and schedule overruns.

"Substantial Performance" means a project milestone as defined by the specific contract utilized (MMCD, CCDC, etc.). Issuing the Certificate of Substantial Performance can trigger action under the Builders Lien Act.

"**Total Performance"** means a project milestone as defined by the specific contract utilized (MMCD, CCDC, etc.). Issuing the Certificate of Total Performance typically means that the warranty period of the project has expired, all outstanding deficiencies have been corrected and the contractor has handed the project over to the City for operation and maintenance.

2. Responsibilities

Assignments

The Chief Administrative Officer (CAO) or the Department Head will assign a Project Sponsor (which may include the Chief Administrative Officer or Department Head) to oversee projects. The Project Sponsor will assign a Project Manager to manage projects. Responsibilities of the Project Management Team are noted below:

Chief Administrative Officer's Responsibilities

The Chief Administrative Officer will:

a) Ensure that the organization is given appropriate project management training opportunities;

b) Ensure that the Project Management Policy and Procedure are communicated and understood throughout the organization; and

c) Ensure standards for project deliverables, as well as accountability for project results, are understood throughout the organization.

<u>Department Heads' Responsibilities</u>

Department Heads will:

a) Ensure that Project Sponsors and Project Managers within their department have the requisite knowledge, skills and resources to successfully manage and implement projects;

b) Be receptive to requests made to include their staff in project teams that are led by different departments; and

c) Ensure the Project Management Policy and Procedure is communicated, understood and used by their staff.

<u>Project Sponsor's Responsibilities</u>

The Project Sponsor will:

a) Ensure Project funding and approvals are provided.

b) Select a Project Manager.

c) With the assistance of the Project Manager, decide on the level of detail required in the Project Charter;

d) Oversee the Project Manager and the project by ensuring that a Project Charter is in place and is being followed as part of the Project Management process;

e) Approve and sign-off on the Project Charter, including any amendments thereto;

f) Ensure that sound and professional Project Management principles and practices are being followed by the Project Manager and Project Team, including following the City's Project Management Policy and Procedures, unless otherwise authorized by the CAO;

g) Communicate with the Project Manager on a regular basis to ensure that the project is on track;

h) Monitor the performance of the Project Manager while respecting the Project Manager's role to manage the day-to-day project details and the Project Team's performance; and

i) Ensure that knowledge and experience gained from managing projects are noted and shared with the entire organization to promote continuous improvement.

<u>Project Manager's Responsibilities</u>

The Project Manager will:

a) Complete the Project Charter and any amendments thereto, and ensure that it is approved, followed and updated as required;

b) Be responsible for the successful delivery of all aspects of a project, including the work of the Project Team;

c) Follow sound and professional project management principles and practices and ensure that the Project Team is doing the same. This includes ensuring that the City's Project Management Policy and Procedure are understood and are being followed;

d) Communicate with the Project Sponsor on a regular basis as to the status of projects and the public as required; and

e) Ensure that knowledge and experience gained from managing projects are documented and shared with the entire organization to promote continuous improvement.

<u>Project Team's Responsibilities</u>

Project Team will:

a) Familiarize themselves with and follow the Project Management Policy and Procedure;

b) Allocate the required time to fulfill their duties as the Project Team;

c) Raise any issues or concerns with a particular project with the respective Project Manager and Project Sponsor at the earliest time;

d) Accept the authority of the Project Manager within the bounds of the given project and contract terms, irrespective of departmental organizational charts.

Project Management Procedure:

1. Project Conception

The project is initialized by the Project Sponsor as identified or approved within the Financial Plan Bylaw or granted authorization through a staff report to Council:

a) Identify the Project Manager. The Project Sponsor will select the Project Manager.

b) Develop the Project Charter. The Project Manager will develop the Project Charter and select the Project Team.

c) Approve the Project Charter. The Project Sponsor will approve the Project Charter.

2. Project Planning

Planning is important and has a significant impact on the overall success of the project. During the planning stage, the Project life cycle will be selected which could be Predictive, Adaptive or Hybrid. The Project Charter is a living document that is developed during the planning stage and is updated throughout the life of the project. The City uses two Project Charter templates: Project Charter Light and Project Charter Standard. Some examples where the Project Charter Light template is used include:

- Low Project complexity.

- Where a single consultant or contractor is used.

- The work involves a quote from the consultant or contractor in accordance with FIN.24(A) Procurement, Stores & Disposition.

Some examples of where the Project Charter Standard is used include:

- Where multiple consultants and contractors are used.

- The work is designed by an Engineer and then constructed by a contractor.

- A contract is utilized such as the Master Municipal Construction Documents (MMCD) or the Canadian Construction Documents Committee (CCDC).

The Project Charter templates will guide the Project Manager to define a detailed project scope, identify tasks, sequence, duration, project schedule, identify risks and a risk management plan, develop a communications plan and project budget.

3. Project Execution

Project execution involves carrying out the Project as per the approved Project Charter. The Project Manager assigns and directs the Project Team to complete tasks as outlined within

the prescribed budget and schedule. These tasks may involve coordinating with other City Departments and Divisions such as Purchasing, Information Technology and Communications so advance engagement should be scheduled into the Project Charter.

The Project Manager will schedule a kickoff meeting with the team to assign tasks, confirm project objectives and adhere to the Project Charter.

4. **Monitoring and Control**

The Project Manager will monitor the progress of the Project and performance of the Project Team. It is crucial to the Project's overall success that the Project Manager diligently monitors the Project Team and ensures that project objectives are completed on time, on budget and of good value to the City.

To assist the Project Manager, the following monitoring and control tools are available:

- **Scope Control:** Scope Creep must be managed and assessed if a scope change is valid or void. As Projects progress, unforeseen items or issues may be discovered. The Project Team must inform the Project Manager if a change is uncovered, or extra work is being considered that may impact the Project Scope. If the change is valid, a corresponding Change Order is to be prepared.

- **Schedule Control:** The Project Manager must be aware that changes to the schedule will not only impact substantial completion (performance) but may have cost implications such as additional Contract Administration, inspection and impacts to invested partners. If a Change or Extra Work has been validated, the corresponding schedule adjustment must be included in the Change Order. It is good practice to only permit schedule variances through approved Change Orders.

- **Cost Control:** Costs are to be managed as the Project progresses through tools such as progress meetings, site inspections and progress payments (draws). Costs can be tracked using the project financial summary template. The summary template can track all costs and purchase orders, committed and actuals, and can be used to account for anticipated or projected costs. Project Managers are encouraged to maintain their own financial tracking as a primary cost control tool.

- **Quality Control:** Contractors are typically responsible for quality control, which is noted in contracts such as the MMCD. The Project Manager should request and review the Contractor's materials testing reports to ensure standards are met. In cases such as larger and more complex Projects, the Project Manager may opt to retain a third-party material testing contractor to provide quality assurance. Any deliverable that does not meet specifications is to be flagged as a deficiency for the Contractor's remediation.

  Materials Testing Contractors are part of the Purchasing Department's preferred vendor program and can be retained for staff use. This can be coordinated through Purchasing.

- **Risk Control:** All projects contain some level of risk. Risk, whether it be related to cost, safety, environment or property, should be detailed in the Project Charter. Risk can be mitigated and accepted by performing some pre-construction investigation work or reconnaissance. The Project Manager should mitigate risk during the planning stage as much as possible.

5. **Close Out**

The Project Manager must verify whether the project has met all of the requirements outlined in the Project Charter. The Project Manager will also ensure that the project's capital asset reporting requirements, as per the City's Capital Asset Accounting Policy (FIN. 46), have been met. Note that, when applicable, grant reporting requirements need to be met at the end of the project.

For construction projects, allowances must be made to formally hand over the project to Public Works, Parks, IT, etc., for continued operations and maintenance. The hand-over process will include the following steps:

- Complete a deficiency inspection with Engineering & Public Works, Parks, Recreation and Culture or other internal invested partners upon achieving Substantial Performance.

- Confirm that deficiencies have been remediated as the project enters the warranty period.

- Follow-up with an inspection prior to the warranty period expiring to identify final deficiencies for the contractor's remediation and subsequent Total Performance.

The Project Manager will also ensure that all record information items such as drawings, service cards and operations and maintenance manuals are received, reviewed and filed.

The City strives to work with vendors that complete satisfactory work, provide good value and perform well. Should a retained vendor not meet expectations, the Project Manager should report this to Purchasing for future consideration.

RELATED POLICIES, PROCEDURES, AGREEMENTS AND/OR BYLAWS:

- Budget Management Policy FIN.10
- Budget Management Procedure FIN.10A
- Capital Asset Accounting Policy FIN.46
- Procurement, Stores & Disposition Policy FIN.24
- Delegation of Authority Bylaw 6043-2021

*** END OF POLICY ***

RECORD OF AMENDMENTS/REVIEW

Policy #	Date Adopted	Date Reviewed	Amended (Y/N)	Date Reissued	Authority (Resolution #)

CITY OF MISSION

<PROJECT NAME>

PROJECT CHARTER

This Project Charter Light template is intended for use on projects that are low complexity and where a single consultant or contractor is used. Please confirm with project sponsor on usage of this template.

Project Type:	(New/Reno/Update)	Planned Completion Date:	
Department:		Project Estimated Cost:	
Project Manager:		Project Sponsor:	

Project Overview

Using 2-3 sentences provide a brief background about how and why the project was initiated, and estimated timeline. Clearly state the problem, the challenge, or/and the opportunity that the City will capture by implementing the project.

To minimize ambiguity, complete the tables below, which outlines the necessary information about the project:

PURPOSE	*State the product or service of this project and the purpose of this project*
SCOPE	*Detail the project scope; what is included and excluded in the work.*
BENEFITS	*List out the benefits achieved by this project.*
SUCCESS CRITERIA	*State the success criteria and high-level requirements to confirm that the desired outcome have been reached*
DELIVERABLES	*List out the final product achieved from this project.*

Project Schedule

Provide a high level project schedule (e.g. design, procurement, construction). Use the table below to identify key milestones through the project lifecycle (e.g. permit approved, project in-service).

KEY MILESTONES	DESCRIPTION	DUE DATE

Cost Estimate

Provide a high level breakdown of the budget. The inclusion of project cash flow is optional.

Funding

Identify the various sources of project funding, including GL's.

Procurement

Describe the anticipated procurement methods for each stage of the project including RFP, PVP, Sole or Single Source, Tender or RFQ.

Risks & Opportunities

Identify the possible high level threats/opportunities that the project could face, and then estimate the likelihood that they will materialize. Use the risk rating of low, medium or high.

DESCRIPTION OF RISK/OPPORTUNITY	PROBABILITY	IMPACT	APPROACH TO RISK/OPPORTUNITY
Provide a brief description and type of risk/opportunity (ex: environmental, safety, etc.)	*(Low/Medium/High)*	*(Low/Medium/High)*	*(Accept/Mitigate/Avoid)*

Assumptions

Outline key project assumptions which can impact the project if proven false.

Project Team

Provide details on the project team.

NAME	ROLE	RESPONSIBILITIES

Interested Parties

Provide the interests of the key parties involved.

Communications Plan

Provide points on how you will keep the public informed about this project.

REFERENCE DOCUMENTS (OPTIONAL)

Provide additional information or resources (if applicable) such as scheduling documents, communication management plan, etc. Provide title and description as applicable.

Project Manager

Project Sponsor

_____
SIGNATURE
NAME
TITLE
DEPARTMENT

_____
SIGNATURE
NAME
TITLE
DEPARTMENT

_____
DATE

_____
DATE

CITY OF
MISSION

(PROJECT NAME)

Project Charter

Project Manager

Title

(Section, Department)

Date of the Charter Approval: (Date)

VERSION HISTORY AND DOCUMENT APPROVAL

Project Charter Version History

REV NO.	REVIEWED BY	DATE REVIEWED (YYYY-MM-DD)

Document Approvals

This Project Charter has been approved as indicated by the signatures of the individuals identified below.

If there is a change in the project scope, the project charter will be updated and submitted for re-approval.

PROJECT SPONSOR	_____ _____
	Signature *Date* (Name) (Title) (Department)

PROJECT MANAGER	_____ _____
	Signature *Date* (Name) (Title) (Department)

CONTENTS

PROJECT OVERVIEW

Project Summary

(Provide a project summary including conception, initiation and objectives.)

OBJECTIVES	BUSINESS OUTCOMES

Project Scope

IN SCOPE

OUT OF SCOPE

Deliverables

DELIVERABLE NAME	ACCEPTANCE CRITERIA	DUE DATE

Project Schedule and Key Milestones

KEY MILESTONES	DUE DATE
Consulting RFP Award	202X-XX-XX
Kick off	202X-XX-XX
Preliminary Design	202X-XX-XX
Detailed Design	202X-XX-XX
Tender	202X-XX-XX
Tender Award	202X-XX-XX
Substantial Completion	202X-XX-XX
Total Completion	202X-XX-XX

Project Cost Estimate and Source of Funding

Source of Funding

(Provide GL funding sources)

Project Cost Estimate

RESOURCE	ESTIMATE	COMMENT
(Engineering Consultant)		
(Communications)		
(Third Party Utilities: BC Hydro, Fortis, Telus, Etc.)		
(Contractor)		

Total Budget		

Project Procurement Strategy

Anticipated Procurement Strategies

ITEM	LEAD STAFF OR PM	METHOD	COMMENTS (TIMELINE, COUNCIL APPROVALS)
(Engineering Consultant)			
(Communications)			
(Third Party Utilities: BC Hydro, Fortis, Telus, Materials Testing Etc.)			
(Contractor)			

Project Risks and Assumptions

Risks

RISK	PROBABILITY	IMPACT	PLANNED APPROACH TO TREAT RISK
	(low, medium, high)	(low, medium, high)	

Permits

Required Permits

PERMITTING ORGANIZATION	APPLICATION: CONSULTANT OR INHOUSE	COMMENTS (TIMELINE, CONTACT INFO)
(BC Ministry of Water, Land and Resource Stewardship)		
(DFO)		
(Third Party Utilities: BC Hydro, Fortis, Telus, Materials Testing Etc.)		
(Heritage Act, First Nations)		
(City of Abbotsford)		

Constraints

(Outline constraints of the project. Adjacent development or other works, close proximity to school – working hours, Provincial or Federal lands or works, etc.)

PROJECT ORGANIZATION

Project Organizational Structure

(Can use consultant's org chart from their proposal.)

Roles and Responsibilities

ROLE	RESPONSIBILITIES
Project Sponsor	
Project Manager	
Project Team	

Civil Consultant (Engineer of Record, Project Engineer)	
Environmental Consultant	
Contract Administrator	
Contractor	
Public Works	
Communications	

Key Relationships: Invested Partners & Stakeholders

PARTIES INVOLVED IN THE PROJECT	INTERESTS
Other Departments	
Public Works	
BC Hydro	
Fortis	
Telus/Rogers	
BC Transit	
Mission School Board	
Abbotsford	
Provincial Gov't	
Federal Gov't	
First Nations	

COMMUNICATIONS PLAN

(Identify Public Info Sessions, Engagement, Official Project Page on mission.ca, announcements, and Budget.)

INVESTED PARTY	MESSAGE	WHEN	MEDIUM
(Provide a brief description of who or what party is targeted.)	*(What is the message and level of detail)*	*(Timing)*	*(Message delivery, meeting, and budget requirements.)*

SCHEDULE "C" - FINANCIAL SUMMARY TEMPLATE

Project Financial Summary					
File Name					
File No.					
Funding Source(s)					
Project Contingency					
Total Budget					

PO Number	Commitments	Anticipated +/-	Actuals	Projected Costs To Complete	Comments
Civil Engineering Consultant (Prime)	$ -		$ -	$ -	
Engineering (Sub)	$ -		$ -	$ -	
Electrical Engineering				$ -	
Environmental Engineering				$ -	
Archaeological Consultant				$ -	
Building Envelope Consultant				$ -	
				$ -	
Fortis Permit/Relocations/Inspection				$ -	
Hydro Permit/Relocations/Design/Inspection	$ -		$ -	$ -	
Telus Design/Inspection				$ -	
Shaw Cable Systems					
				$ -	
Contractor (Prime)				$ -	
Material Testing Contractor				$ -	
Suppliers				$ -	
				$ -	
				$ -	
				$ -	
Public Works(i.e.: tie-in's, services, etc..)				$ -	
	(1)	(2)			
Totals	$ -	$ -	$ -	$ -	
Total Project Costs (1)+(2) =	$ -				
Projected Variance (Total Budget less Total Project Costs) =					

File Name   **Updated**
File No.

Name
Date
PO

		Description		Substantial Completion	Deficiency	Contract
PO Amt.				3% of first $500,000 of the contract price	$0.00	$0.00
CO #1				2% of next $500,000 of the contract price	$0.00	$0.00
CO #2				1% of the balance of the contract price	$0.00	
				Total	**$0.00**	**$0.00**

TOTAL $ -

Invoice No.	Invoice Date	Comments	Invoice Amount	Balance of PO	Statutory Declaration	WorkSafe BC
				$ -		
				$ -		
				$ -		
				$ -		
				$ -		
				$ -		
				$ -		
				$ -		
				$ -		
			$ -	$ -		
			$ -	$ -		
			$ -	$ -		
		TOTAL	$ -			

NOTES:

Substantial Completion on XX