Colliers Project Leaders

Who We Are

We lead building and infrastructure projects. Our Get it Right Solution™ ensures we get it ready, get it built and get it performing – so investors, owners and occupants are certain of success.

Making the Right Moves: Avoiding the Pitfalls of Pre-Project Planning

Colliers Project Leaders

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WHY? SUCCESS

...is achieved when we *meet stated and implied needs.*

WHAT? QUALITY

The totality of characteristics that bear on the ability to meet stated and implied needs.

HOW?

RISK

Manage anything
—and everything—
that imperils quality.

WHY? SUCCESS

WHAT? QUALITY

ASSURANCE CONTROL

HOW? RISK

Cost Time Scope Human Resources Procurement Stakeholders Integration Communications

What is a Project Plan

- Integration of PM Elements
- Documents the ‘Why’
- Describes the ‘How’
- Blueprint for execution
- More detailed than a Charter
- Living document

“The Project Plan seems like extra work, why should I bother?

Projects don’t fail at the end, they fail at the beginning.

Why Use a Project Plan?

- Early intervention is essential
- Which of the following scenarios is more appealing?
    A. 80% into the project and 60% complete?
    B. 60% into the project and 45% complete?
    C. 40% into the project and 30% complete?
- Get in early to influence the project's trajectory

Why Use a Project Plan?

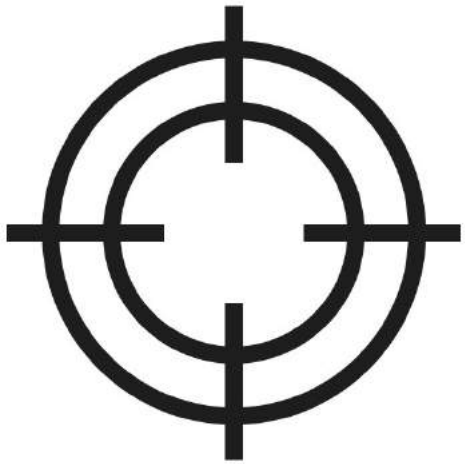
- Clear expectations
- Engagement
- What the project is, and is not
- Alignment of roles & responsibilities
- Reduces risk and project creep
- Stakeholder buy-in
- Increased rigor and control
- Shovel Ready

Why use a Project Plan?

Project Planning leads the project to success by controlling:

- Scope
- Resources
- Quality
- Risk
- Procurement
- Administration
- Cost
- Schedule/Time
- Integration
- Communications

Scope



- Determine what's in, what's out, what's optional
- Separate the "must-haves" from the "nice to haves"
- Define Base Scope
- Create a Scope Ladder
- Control - most crucial during design stage

Resources

- Add resources to you project plan to add strength
- Include Subsidiary Plans in:
  - Communications
  - Risk management
  - Commissioning
  - Health and Safety
  - Environmental Management

Quality

- Ensure you craft a plan that achieve quality objectives.
- Demand evidence of both quality assurance and quality control measures to ensure quality compliance.

Risk

- Remember risk is built-in to the project
- Recognize that risk management improves the chances of project success
- Risk management is sequential:
  - Identification
  - qualitative and quantitative analysis
  - response planning and control

Procurement

Determine the Client's delivery constraints

Know the alternatives:

- their merits
- their shortcomings
- the contracts required to implement the methodology
- their impact on the Project: owner, consultant, PM and stakeholders

Administration

- Identify the requirements
- Stipulate the job descriptions and establish the expertise and experience requirements
- Engage the required resources
- Develop organizational plan, define roles and responsibilities.

Cost

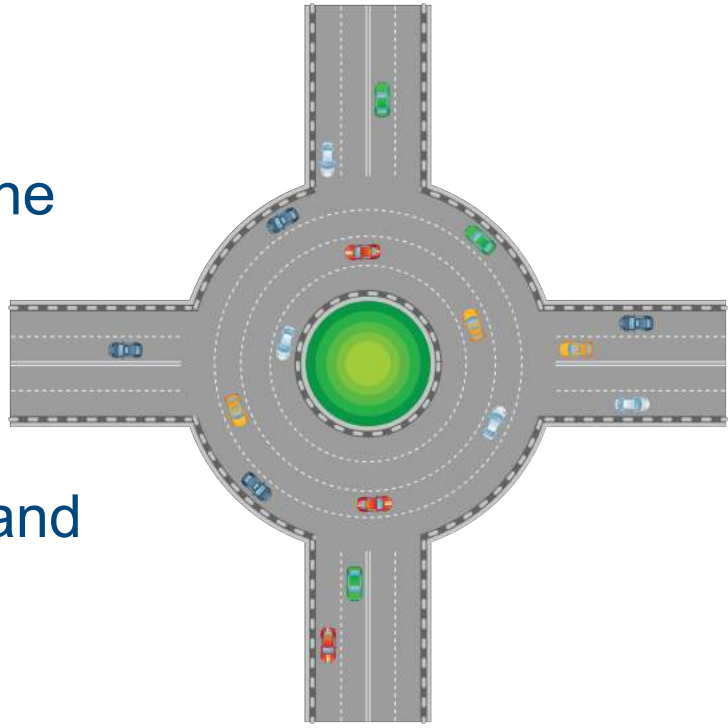
- Develop a project cost plan through sequential resource planning, cost estimating, budgeting and cost control.
- Control project cost though continuous monitoring of the work that has yet to be contracted.
- Report on
  - budget
  - currently committed
  - estimated cost to complete
  - variance

Schedule/Time

- Understand the relationship between the schedule requirement and the project objective
- Develop a schedule through activity definition, sequencing, duration estimating, scheduling.
- Control through continuous monitoring of the work that is yet to be complete

Integration

- Understand the inter-relationship of the project's constituent components.
- Confirm a Project Charter
- Stipulate a Project Plan
- Develop the scope statement, WBS and Change Control
- Execute the Project Plan
- Track execution (schedules, cost logs, change logs and related deliverables)



Communications

- Understand and satisfy the Client's information requirements

- Implement a communication management plan that highlights
  - communications planning
  - information distribution
  - performance reporting
  - communications closure

Project Planning – Best Practices

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Project Planning – Best Practices

Speaking the truth is powerful!

- No project was saved by burying trouble
- For a project to be successful you must have:
  - ability to identify issues
  - willingness to acknowledge them
  - a plan to act upon them

Project Planning – Best Practices

Be S.M.A.R.T.

Specific

Measurable

Attainable

Relevant

Timely

Project Planning – Best Practices

Get the Buy in!

- Ensure the owner agrees to the plan
- Ensure all team members agree to the plan
- Make changes as necessary

Project Planning – Best Practices

Don’t Let it Gather Dust

- Use it and update it regularly
- Build in plan review times into project schedule
- Remember it’s a living document

Earned Value Management

Project performance reporting:

- Must be **quantitative and objective**
- Is usually **qualitative and subjective**

Earned Value Management (EVM) is <u>the</u> solution.

FINAL THOUGHTS

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Project Planning

- Project Plans:
  - Define what success looks like
  - Define the “Why”, describe the “How”
  - Keeps budget on track and manages risk
  - Are Living document – use it. update it

Remember…
Projects don’t fail at the end, they fail at the beginning.

CASE STUDY: KASHECHEWAN REPATRIATION INITIATIVE PROJECT

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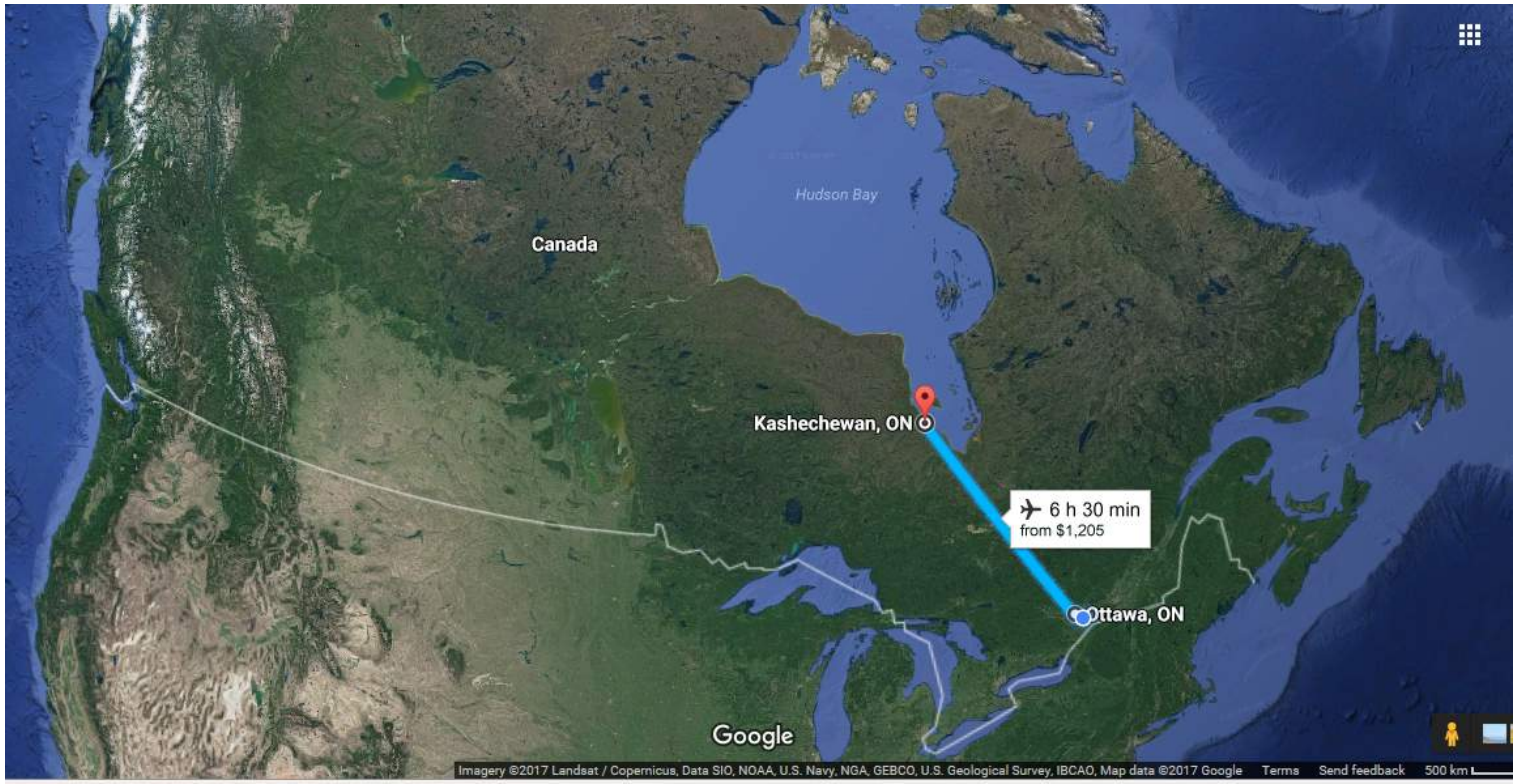
Kashechewan – Remote Northern Community



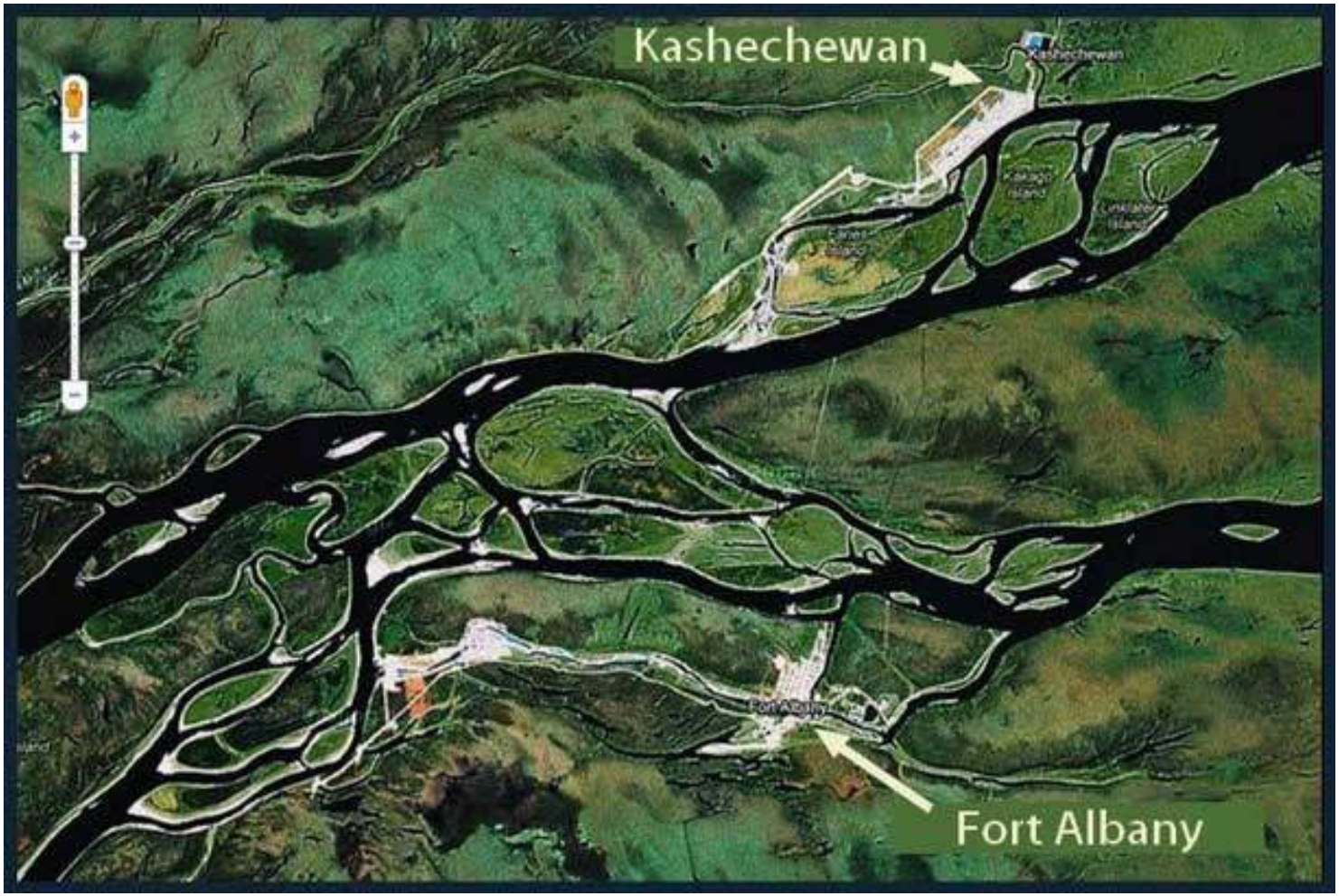
52.29 °N, 81.64 °W
880 km northwest of Ottawa

Kashechewan – “Fly-in” Community

Accessibility:

- *“Fly-in community”*
- *Plane (Year round)*
- *Barge (June – October)*
- *Ice Road (February – March)*

Kashechewan – Albany River Delta



Kashechewan, Ontario

Kashechewan:
The People vs. the Albany River

Kashechewan: Community Under Water

Kashechewan:
Community Under Water

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Kashechewan: Community Under Water

Kashechewan: Flooded…Evacuated… Displaced

- *1500 people evacuated each spring*
- *36 homes condemned due to mould*
- *450 people displaced long-term*
- *3 years away from home*
- *Strong desire to return*

Kashechewan Repatriation Housing Project

Objectives:

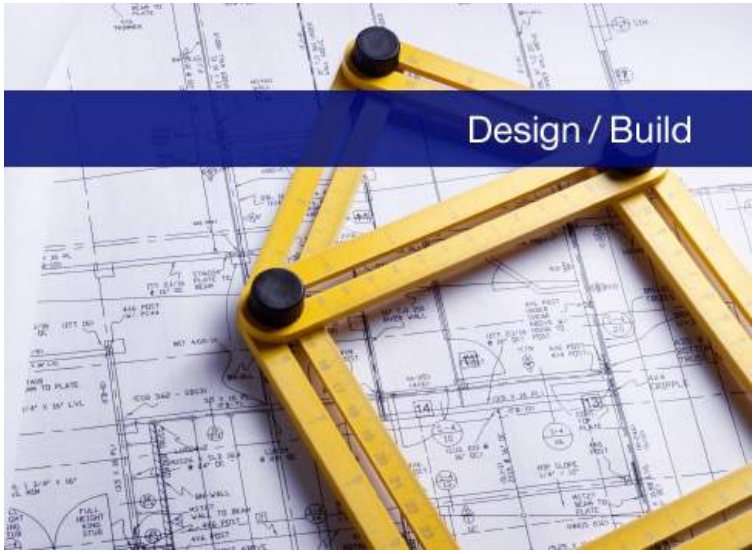
- *Provide new houses*
- *Fast-tracked delivery*
- *Flood resilient design*
- *Reduce overcrowding*
- *Bring the people home*

Kashechewan First Nation and Our Role

Our Role:

- Owner's Professional Project Manager
- Lead the Project Team
- Develop project requirements and scope
- Design-Build Procurement
- Design & Construction Oversight
- Reporting

Kashechewan Repatriation Housing Project



Project Delivery:

- *Method: Design-Build*
- *Budget: **$50 million** (INAC)*
- *Schedule:*

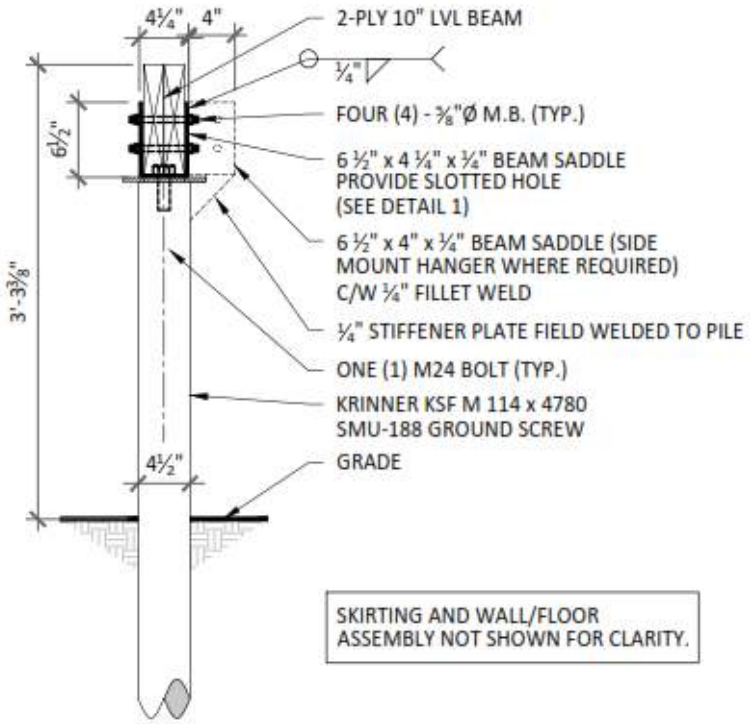
  Jan 2016 – Sept 2017
- *Local content: $2.5 million*
- *Risk: **HIGH***

Project Site

Project Scope

- *Demo 36 condemned homes*
- *Design & Build 104 semi-detached homes*
- *New water and sewer services*
- *Site grading*
- *Site drainage improvements*

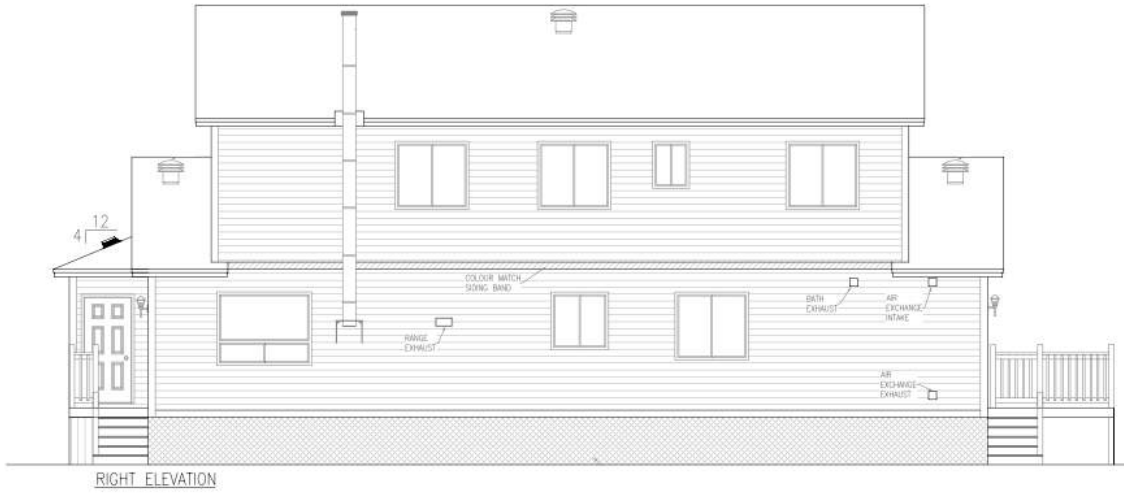
Kashechewan First Nation Repatriation Project



Housing Design:

- *52 Duplexes (104 homes)*
- *2 storey homes*
- *Prefab modular design*
- *Raised foundations (piles / LVL)*

Typical House Elevation



RIGHT ELEVATION

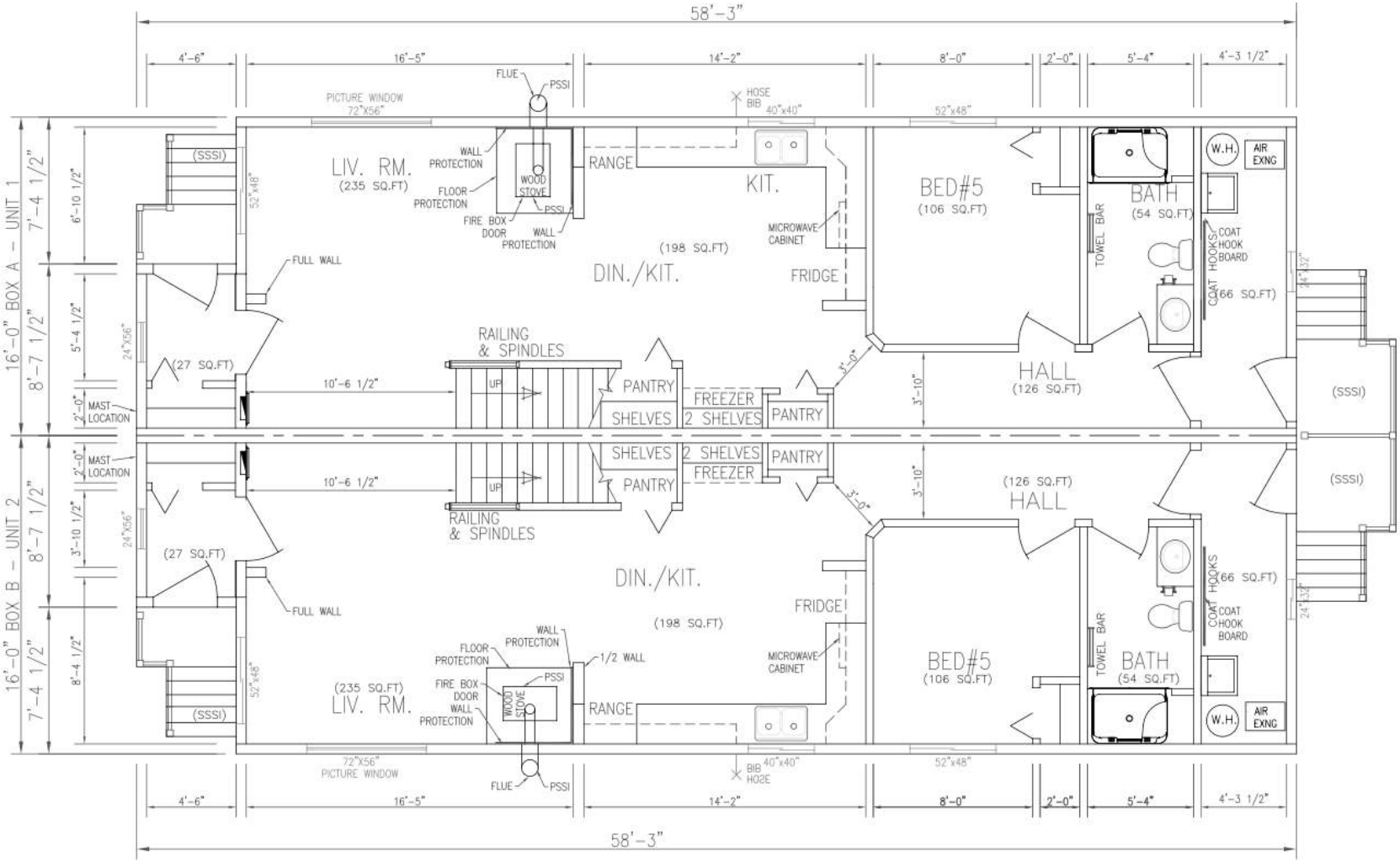
REAR ELEVATION

LEFT ELEVATION

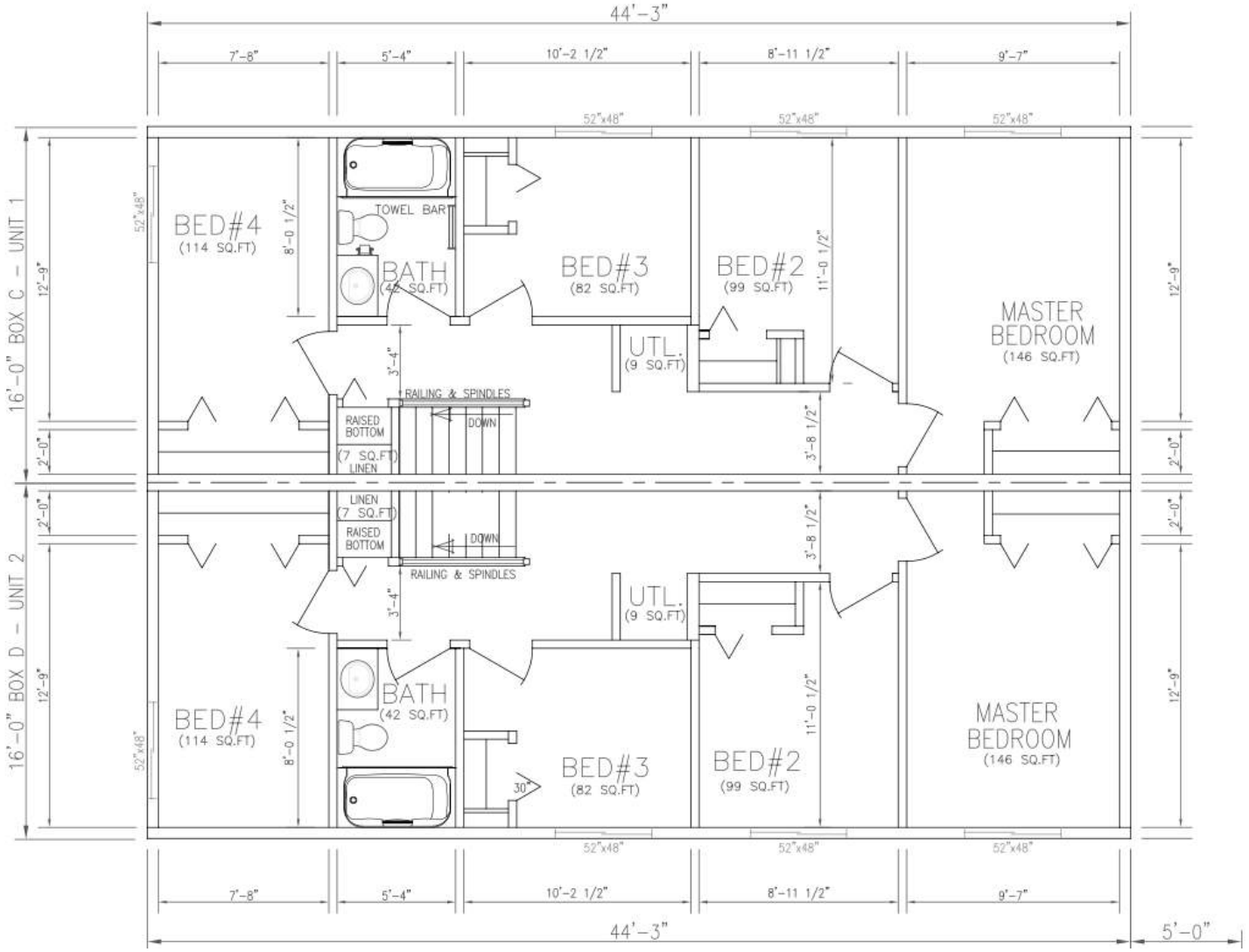
FRONT ELEVATION

NOTE: REFER TO FOUNDATION DESIGN FOR ALL EXTERIOR STAIRS, SKIRTING AND FENCING

Typical Lower Floor



Typical Upper Floor



Modular Fabrication

Modular Fabrication

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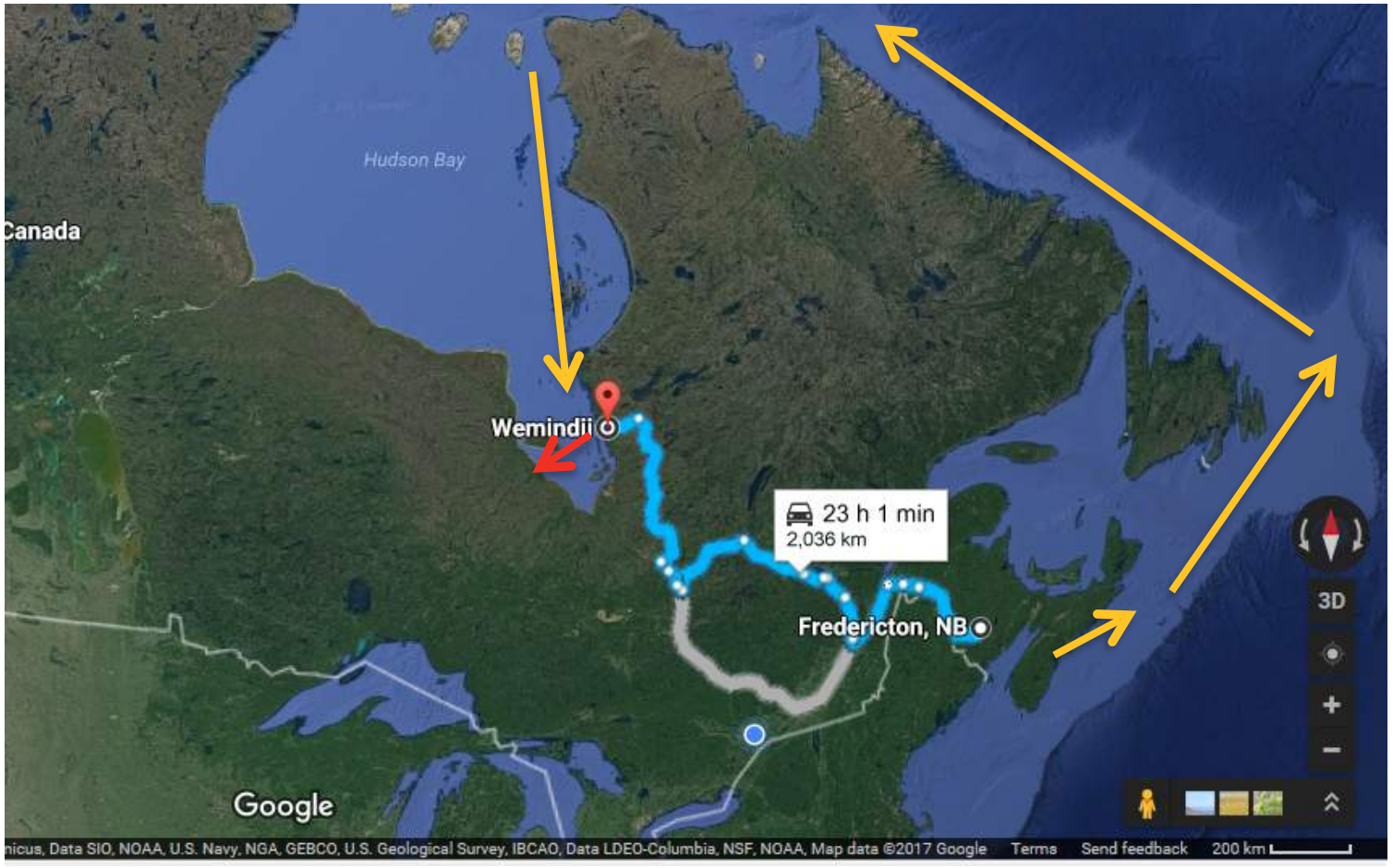
Modular Fabrication

By Ice Road and by Barge…
and By Air and by Train

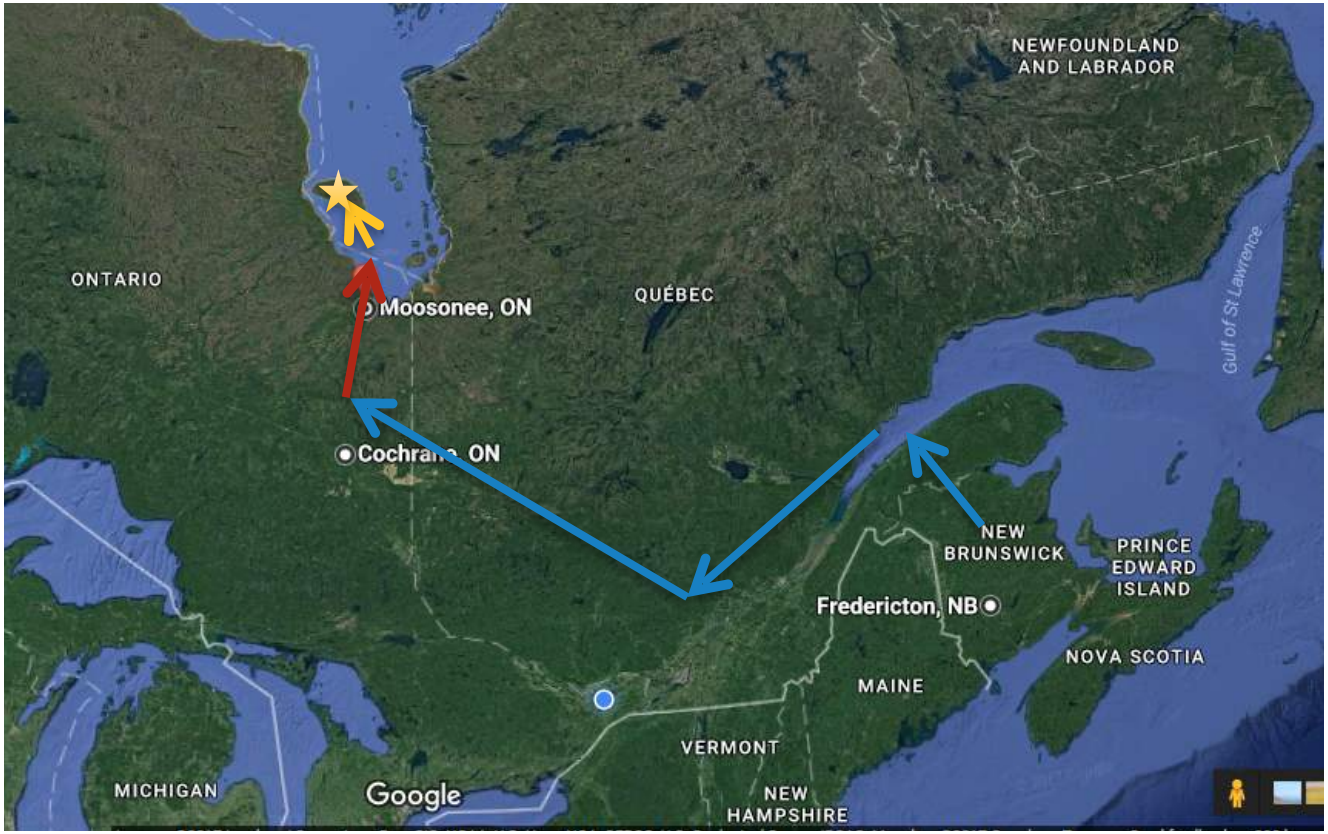


By Ice Road and by Barge… and By Air and by Train

“Force Majeure”

By Ice Road and by Barge…
and By Air and by Train

New Game Plan



Remote / Cold Climate Construction Considerations

- Local Resources / Involvement
- Labour camp requirements
- Cost of materials and labour
- Shipping options / windows
- Short construction season / phasing of work
- Climatic conditions

Kashechewan – Current Status

Kashechewan – Repatriation!!!!

CBC news clip (Nov 16, 2016):

https://www.youtube.com/watch?v=zKUmgz9Ox5s

QUESTIONS?

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