

Toronto Waterfront Revitalization Corporation



Program Management Transition Plan

Presentation to
TWRC Board of Directors
September 8, 2006

Objective

Transition Plan objective is to:

- Transition the program management function in-house by March 31, 2007 in an efficient and effective manner without seriously impacting the Corporation's ability to achieve its objectives and mandate

Current Situation

There are two types of services offered by the Program Manager

A) Management

The external Program Manager function provided to TWRC by its outside consultants to date has been primarily focused on “management”.

B) Consulting Services

- Some of the services currently provided by TWRC’s Program Manager are in fact not project management services but are technical services in the areas of planning, zoning, environmental assessment, soil management, etc.
- TWRC will continue to require external expertise in these technical areas that are currently included in the work done by its outside project management consultants.
- TWRC in-house project managers will be expected to manage these technical areas through standing procurement agreements for these types of services rather than do the work themselves.

Options

- There are 3 Options:
 - A) Move management functions in-house
 - B) Advance procurement of replacement (technical) services
 - C) Postpone work
- Recommendation is a combination of (A) and (B)

(C) may be necessary but will be assessed in March 2007

Future Organization Structure

A) Replacement of Management

- As TWRC matures and expands from a planning to implementation phase it is our plan to move the project management function in-house, through the recruitment of full-time employees to provide the project management service.
- The hours provided by the Program Manager equate into approximately fifteen full time equivalent positions (FTEs) in the following broad areas: 11 planning and design and 4 implementation.
- TWRC is expected to recruit staff over the next four months through an accelerated hiring process allowing for overlap between the external and internal project managers of one to two months.

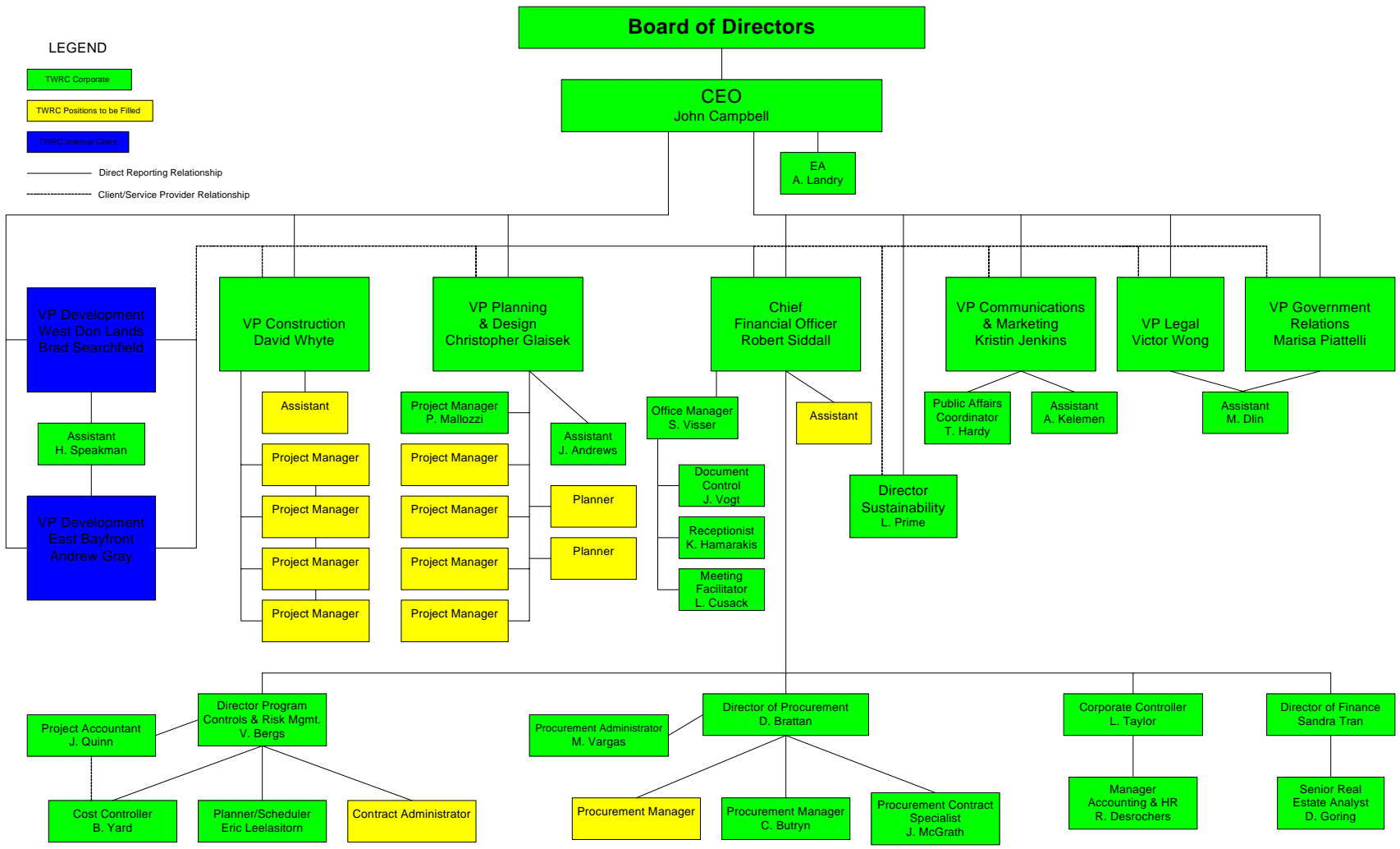
Future Organization Structure

- The proposed plan is to transition the project management function in-house by March 31, 2007
- Recruit nine additional FTEs:
 - Seven new Project Managers:
 - Reporting to VP Planning & Design:
 - PM # 1 – Precinct Planning and Zoning – start date – Nov. 2006
 - PM # 2 – Parks and Public Space Design – start date – Nov. 2006
 - PM # 3 – Environmental Approvals – start date – Oct. 2006
 - PM # 4 – Building and Infrastructure Design- start date – TBD
 - Reporting to VP Construction:
 - PM # 5 – West Don Lands Implementation – start date – Oct. 2006
 - PM # 6 – East Bayfront Implementation – start date – Nov. 2006
 - PM # 7 – Parks and Public Spaces Implementation – start date – Feb. 2006
 - Two planners reporting to VP Planning & Design to support project managers – start date - TBD

Future Organization Structure

- In addition to the recruitment of Project Managers, TWRC will also have to increase its internal capacity to provide internal support to the project management function in the procurement, cost, control, reporting and scheduling functions (already underway).
- Additional support is expected in some of the other areas of the Corporation's activities based on the expected amount of work required to maintain TWRC's communication, government relations standards and with the legal risks associated with the projects coming on stream.
- In addition to human resource needs, TWRC will also have to increase its investment in information systems required to support the project management function (e.g. G.I.S.).

Future Organization Structure



Additional Procurement Services

B) Replacement of Consulting Services

- In addition to project management, the external program management team currently provides technical expertise in specialized areas such as environmental remediation, geotechnical, regulatory approvals which will continue to be required by TWRC, but under the supervision of the internal project manager.
- External consulting in these areas is expected to be procured using standing agreements in order to improve the access and efficiency of receiving these services.
- Procurements for cost estimating, environmental approvals, municipal services engineering and urban planning are scheduled for early fall.
- Other procurements required include: land surveying, landscape design, soils management and structural engineering.

Summary

<u>TOTAL COST:</u>	<u>2006/07</u>
Revised Program Manager Fees	\$2,437
Incremental Salaries & Wages	310
<u>Additional Costs</u>	<u>TBD</u>
	<u>\$2,746</u>

Other Costs – To Be Determined

- Human resources costs required to support the recruitment process.
- A continued budget for external consultants to be used in technical areas under the supervision of the internal project managers.
- A further investment in information technology required to support the project management and control functions.

Recommendation

To implement the transition plan presented.