



INFRASTRUCTURE SERVICES PROJECT DELIVERY OVERVIEW

Presentation to Council

May 12, 2026

AGENDA

PURPOSE OF PROJECT OVERVIEW

CRITICAL PROJECTS

HOW ARE PROJECTS RESOURCED

ADDITIONAL RESOURCE GAPS

PROJECT COMPLEXITY

PROJECT PROGRESSION

OVERVIEW OF TIMELINES FOR WWMP PROJECTS

INTERNAL STAFF RESOURCES EXPLAINED

PROJECT RISKS

ALTERNATIVE OPTIONS

OPEN DISCUSSION & QUESTIONS

PURPOSE OF PROJECT OVERVIEW

The purpose of the Project Overview is to:



Set and Confirm Priorities



Align the Plan with Council Directives



Set Expectations on Project Timelines and Resourcing



Impact of Changing Course and Redirecting Resources



Provide Clarity on Timelines and Review Risks



Costs and Funding Requirements



Confirm What is Required to Deliver the Project Plan Successfully

PURPOSE OF PROJECT OVERVIEW

Setting and communicating unrealistic timelines frustrate Council, the Public and Administration, creating and enhancing risk to the project and compromising the successful delivery of the Plan.

The purpose is to present the original expectation (WWMP Implementation Plan) versus the current reality to deliver the Plan (the Proposed Schedule); and seek support on the proposed timelines and priorities.

The presentation will:

- Start with a realistic, evidence-based schedule;
- Identify key milestones and dependencies;
- Provide an overview of what has already been done to assist with delivery of the plan;
- Propose a phased staggering delivery approach; and
- Review potential alternatives related to expediting schedule.

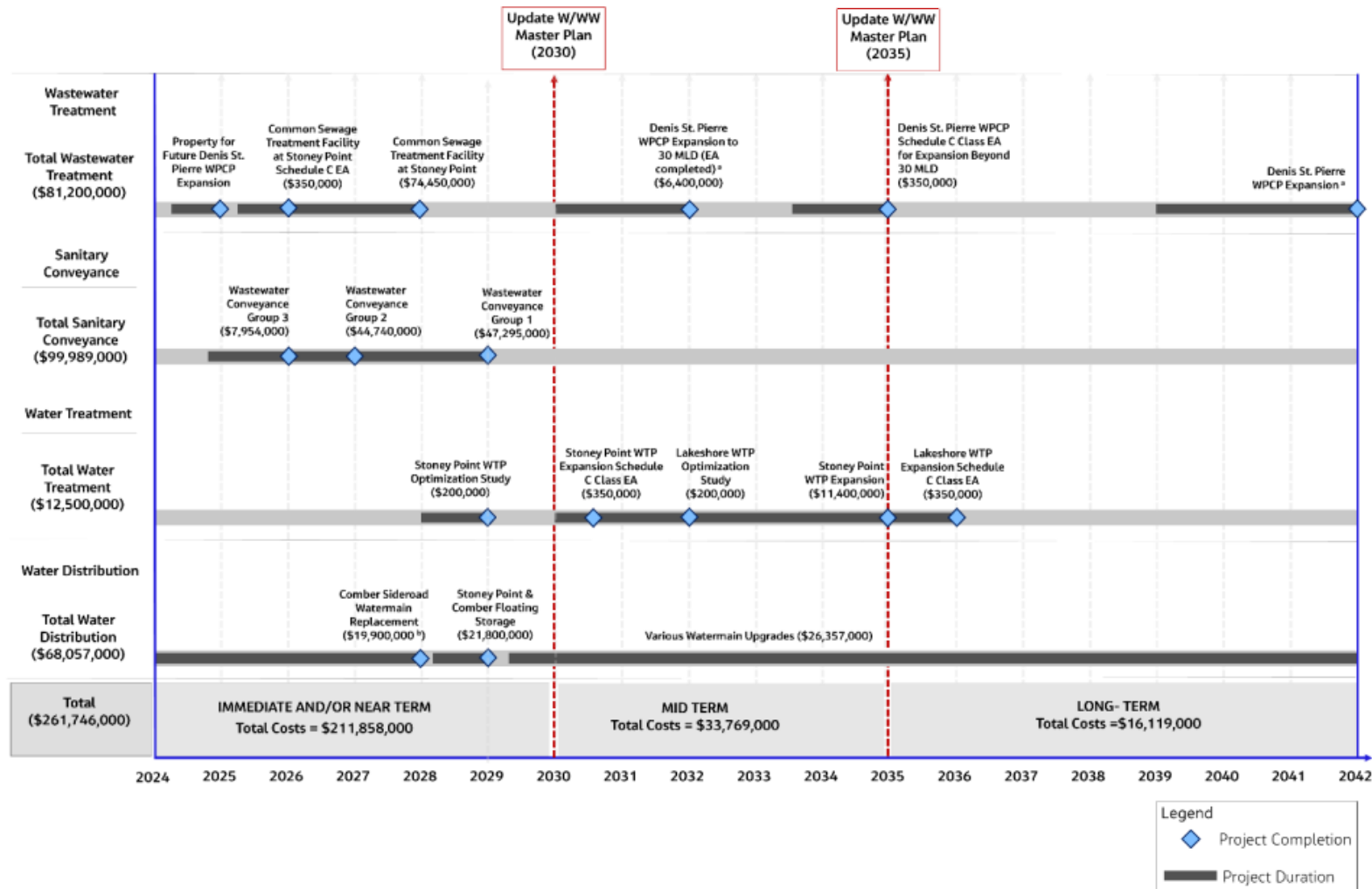


CRITICAL PROJECTS

WATER & WASTEWATER MASTER PLAN (WWMP) IMPLEMENTATION PLAN

Water and Wastewater Master Plan

Figure ES-3. Implementation Plan



The WWMP Implementation Plan has formed the basis of the proposed next 5 years in addition to standard capital and operating costs undertaken by Infrastructure Services.

PRIORITY LIST OF PROJECTS

Resident
Services

Operational
Improvements

Fleet
Management

Annual Bridge
Program

Development
Reviews

Road
Reconstruction

Flood
Mitigation
Plan

Updated
Development
Manual

Stormwater
Maintenance
Program

Roads
Program

Sanitary
Allocation
Policy

PRIORITY LEVEL

#1

#2

#3

#4

#5

#6

PROJECT

COUNTY ROAD 22 SEWER EXPANSION
PROJECT (LARGEST PROJECT)

COMMON TREATMENT FACILITY AT
STONE POINT (& COMBER FORCEMAIN)

WASTEWATER CONVEYANCE GROUP 3
(BELLE RIVER FORCEMAIN & PUMP
STATION)

COMBER WATERMAIN REPLACEMENT

WATER TOWERS (STONE POINT &
COMBER)

STONE POINT OPTIMIZATION STUDY

CRITICAL LEVEL

LOW

HIGH

HIGH

HIGH

HIGH

MEDIUM

Stormwater
Levy

Private
Watermains

Private Roads

Pathway over
Duck Creek

CWATS/EC
Way
Pathway

Traffic
Management

Stoney Point
Park

**Priority level was set that creates a conflict with the critical level of project delivery.
Other annual priorities exist and additional ones will likely be added.**

Watermain
Replacements

Notre Dame
& First Street
Intersection

CLI Approvals
& Compliance
(Enhanced)

Comber Alley
Rehabilitation

Gravel Road
Conversion

Hydro One
Support &
CSA Projects

Water Meter
Replacement
Program



WHAT DOES PROJECT RESOURCING LOOK LIKE?

RESOURCE PLANNING

PHASE STAGGERING OF RESPONSIBILITIES

Avoids assigning a Project Manager to multiple projects at the same peak phase:

- A design-phase project is more planning-heavy, with predictable workflows and fewer daily emergencies.
- A construction-phase project requires constant coordination, issue resolution, and site decisions.

It recognizes that different phases demand different kinds of effort, so you can balance workload without overloading any one person at a single peak.

MATCHING EXPERIENCE TO COMPLEXITY PEAKS

Not all phases carry the same risk. Construction and commissioning are usually where complexity increases.

Companies assign their most experienced people during these peaks, while earlier phases may be handled with lighter oversight or supported by junior staff. This ensures that critical moments get the most capable attention.

LAYERED RESOURCE STRUCTURE

Large projects aren't managed by a single individual, even if one Project Manager (PM) is accountable. There's usually a core PM responsible for overall delivery; Discipline leads (engineering, procurement, construction) and Coordinators and schedulers.

This allows the PM to float across phases and complexity levels without becoming a bottleneck.

PORTFOLIO-LEVEL BALANCING

At the resourcing level, leadership looks across all projects and asks:

- Who is overloaded right now?
- Which projects are entering high-demand phases?
- Where can effort be shifted?

This is often guided by practices aligned with Project Management, but in reality it's a continuous adjustment rather than a fixed plan.

SMOOTHING RESOURCE DEMAND OVER TIME

By staggering phases across multiple projects, the key is to avoid having all projects hit construction at once (which would overwhelm staff).

Instead, the projects create a pipeline:

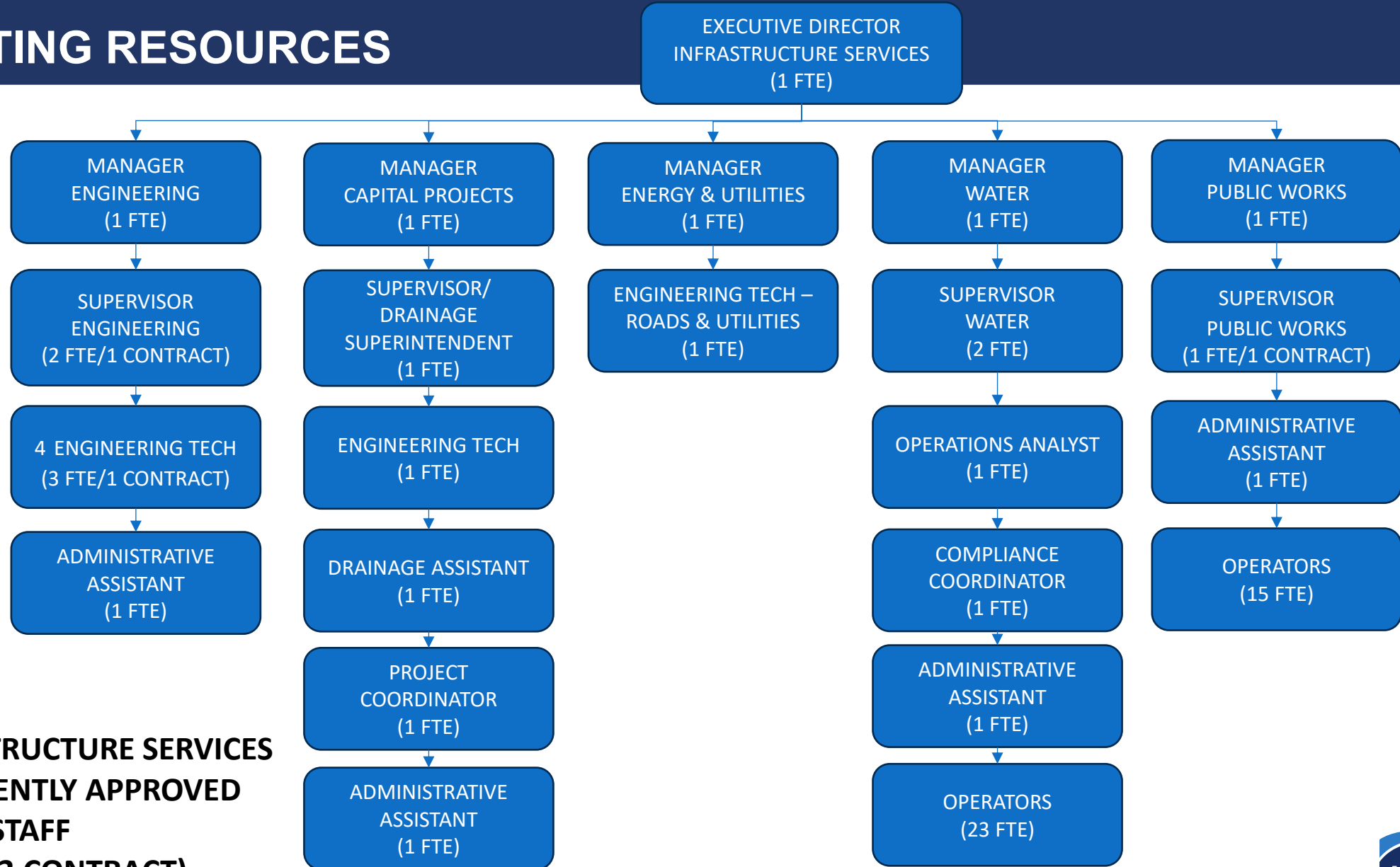
- Some projects in early design;
- Some in detailed planning; and
- Some in execution.

This keeps utilization steady and reduces the risk of burnout or idle capacity.

In short, splitting projects by phase and complexity isn't just about managing the work—it's about managing human capacity over time.

The goal is to ensure that no one is handling multiple high-intensity projects at once.

EXISTING RESOURCES



**INFRASTRUCTURE SERVICES
IS CURRENTLY APPROVED
FOR 66 STAFF
(63 FTE/3 CONTRACT)**

RESOURCES

Program Charter:

Program Date: March 14, 2025

Program Name: Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (5-Year Plan)

Human Resources Strategy:

To deliver the Program, the following resources are required, as outlined within the Staffing Management Plan and form part of the Core Team:

- A new role entitled **Research and Program Coordinator**. This role will maintain the daily requirements and focus all effort on the Program. This role should be approved for a 5-year duration.
- A new role as a **Senior Leader, Engineering and Project Risk Manager** to oversee and assist with Project and Risk Management of the Plan. This role is required to backfill the current Core Team roles and responsibilities within Operations. This role will report to the Corporate Leader – Operations and will oversee both the Capital Projects and Engineering Divisions and will play a vital role in the design and construction of the Plan. This is expected to be a permanent role which will continue once the 5-year program is complete to continue to deliver infrastructure programs in line with the long-term plan of the



PROGRAM CHARTER

DIRECTOR
ENGINEERING
(1 FTE)

PROGRAM
COORDINATOR
(1 CONTRACT)

FINANCIAL ANALYST
(1 CONTRACT)

SUPERVISOR CAPITAL
PROJECTS
(1 CONTRACT)

ENGINEERING TECH
(1 CONTRACT)

Municipality. This role will assist with current CL Operations and DL Capital Projects and DL Engineering accountabilities. This role will act as the lead for the PMO Office in the future when the Program duration is completed.

- Three (3) new project roles to support the PMO:
 - **Team Leader, PMO;**
 - **Engineering Technologist, PMO;** and
 - **Financial Analyst, PMO.**

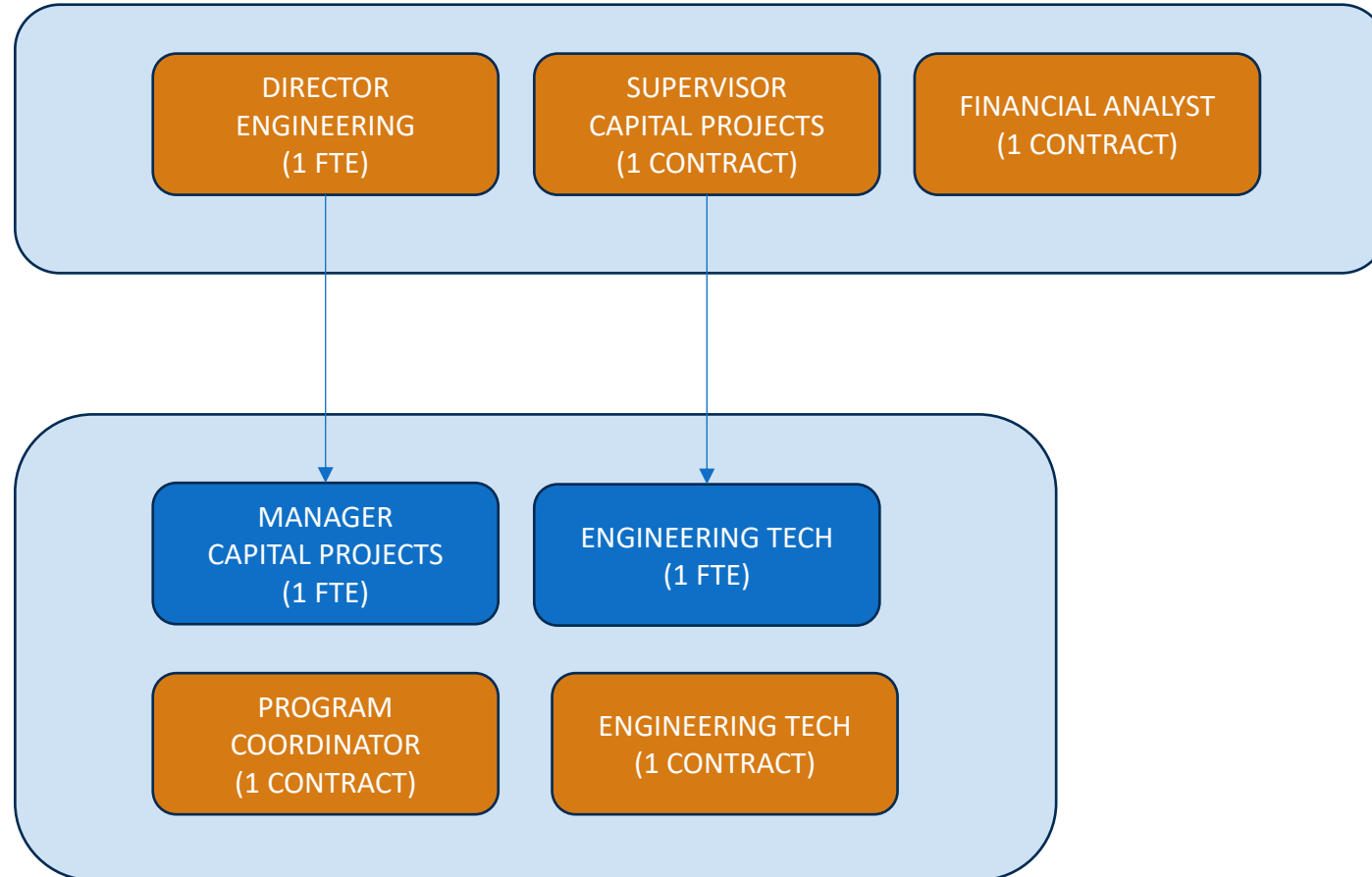
These roles should be approved for a 5-year duration.

Other 3rd party support will likely be required however these costs will be incorporated during project delivery and budgeting for these resources will be through the budget approval process.

**COUNCIL APPROVED 5 STAFFING RESOURCES THROUGH THE PROGRAM CHARTER IN APRIL 2025
(1 FTE/4 CONTRACT)**



PROGRAM CHARTER HIRING UPDATE





ADDITIONAL RESOURCE GAPS

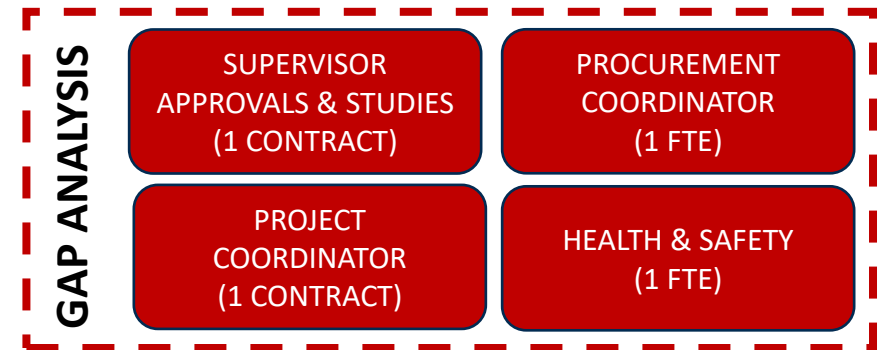
RESOURCE GAP ANALYSIS

Key roles and gaps still currently exist. To deliver this scale of program and close the resource gaps the following four (4) staffing resources are being requested to assist with alleviating the gap:

- Required Internal Resources (On Contract)
 - Supervisor of Regulatory Approvals (Environmental Assessments) and Studies (Engineering)
 - Project Interface and Implementation Specialist (Coordinator)
- Required Internal Resources (Full Time)
 - Procurement Coordinator
 - Health & Safety Specialist

External Support (Budget Approval Framework = \$350,000 per year)

- 3rd Party Legal (Procurement, Property & Contract Execution, etc., as required commencing in 2027)
- 3rd Party Engineering (Peer Support and Reviews, Contract Oversight, etc., as required, as required commencing in 2027).



ADDITIONAL RESOURCING

EXECUTIVE DIRECTOR
INFRASTRUCTURE SERVICES
(1 FTE)

PROGRAM CHARTER

DIRECTOR
ENGINEERING
(1 FTE)

PROGRAM
COORDINATOR
(1 CONTRACT)

SUPERVISOR CAPITAL
PROJECTS
(1 CONTRACT)

ENGINEERING TECH
(1 CONTRACT)

FINANCIAL ANALYST
(1 CONTRACT)

MANAGER
ENGINEERING
(1 FTE)

MANAGER
CAPITAL PROJECTS
(1 FTE)

MANAGER
ENERGY & UTILITIES
(1 FTE)

MANAGER
WATER
(1 FTE)

MANAGER
PUBLIC WORKS
(1 FTE)

SUPERVISOR
ENGINEERING
(2 FTE/1 CONTRACT)

SUPERVISOR/
DRAINAGE
SUPERINTENDENT
(1 FTE)

ENGINEERING TECH –
ROADS & UTILITIES
(1 FTE)

SUPERVISOR
WATER
(2 FTE)

SUPERVISOR
PUBLIC WORKS
(1 FTE/1 CONTRACT)

4 ENGINEERING TECH
(3 FTE/1 CONTRACT)

ENGINEERING TECH
(1 FTE)

OPERATIONS ANALYST
(1 FTE)

ADMINISTRATIVE
ASSISTANT
(1 FTE)

ADMINISTRATIVE
ASSISTANT
(1 FTE)

DRAINAGE ASSISTANT
(1 FTE)

COMPLIANCE
COORDINATOR
(1 FTE)

OPERATORS
(15 FTE)

PROJECT
COORDINATOR
(1 FTE)

ADMINISTRATIVE
ASSISTANT
(1 FTE)

OPERATORS
(23 FTE)

GAP ANALYSIS

SUPERVISOR
APPROVALS & STUDIES
(1 CONTRACT)

PROCUREMENT
COORDINATOR
(1 FTE)

PROJECT
COORDINATOR
(1 CONTRACT)

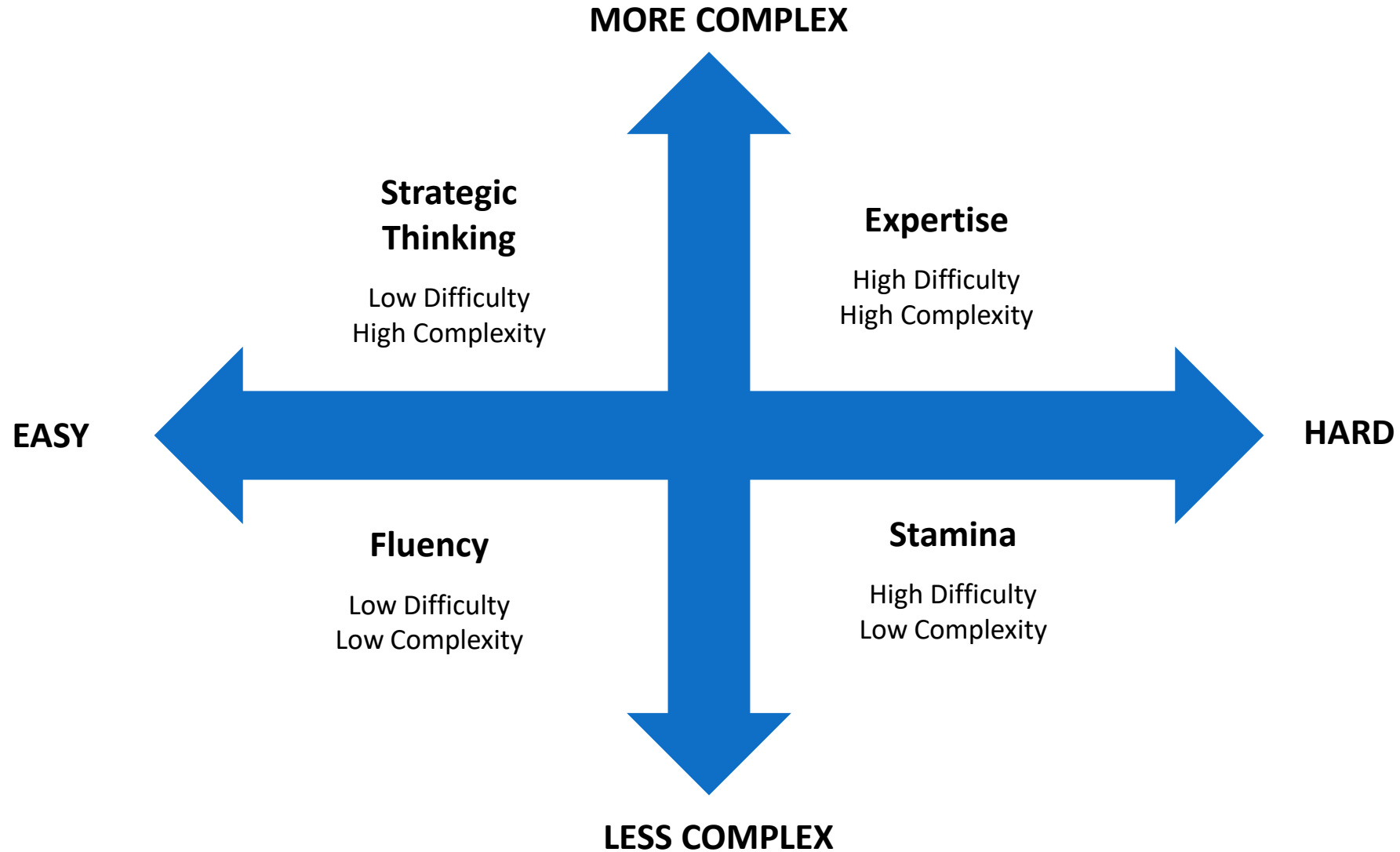
HEALTH & SAFETY
(1 FTE)

WILL BE OPERATING WITH 75 STAFF (69 FTE/9 CONTRACT)



PROJECT COMPLEXITY

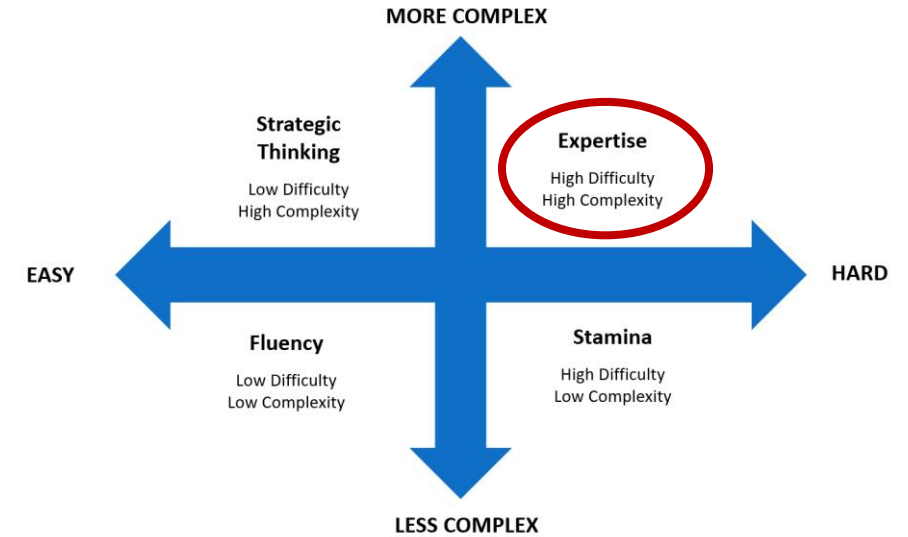
PROJECT COMPLEXITY



COUNTY ROAD 22 SEWER EXPANSION PROJECT (2 CONTRACTS)

The complexity around the County Road 22 Sewer Expansion Project is related to the following:

- Planning Horizon/Model – 90-year planning horizon – pipe vs. pumping station capacity – ensuring there is enough capacity for future growth (to when?).
- Environmental Studies and Property Requirements for Pumping Stations.
- Potential Land Acquisition.
- Sanitary size and location within a highly travelled roadway corridor under construction over several years (over 2 contracts).
- Utility conflicts and relocations.
- Grant funding and stacking provisions.
- Schedule and completion timelines are critical and required to be met or risk meeting funding requirements.



County Road 22 Sewer Expansion Project

Contract 2 (CHIF)



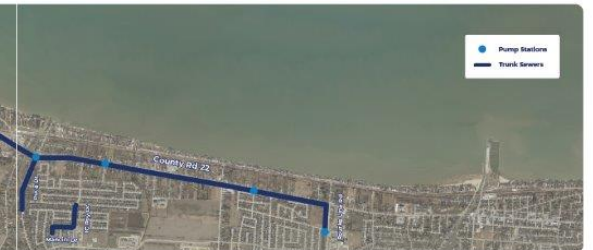
Scope:

5,900m of New Trunk Sewer along County Rd 22
New Pump Stations along County Road 22
(Locations to be determined)
St. Clair Shores Pump Station Upgrades
Pipe Upgrades:
400m along Patillo Road
1,100m along Amy Croft Drive

Timeline:

Commence Design: May 3, 2027
Construction Contract:
September 30, 2029
Substantial Completion:
September 30, 2031

Contract 1 (CHIF & HEWSF)



Scope:

4,300m of New Trunk Sewer along County Road 22
Potential New Pump Stations along County Road 22
Pump Station Upgrades at Existing Pumps
Pipe Upgrades:
700m along Puce Road
400m along I.C. Roy Drive
200m along Mancini Drive
200m along Poplar Drive

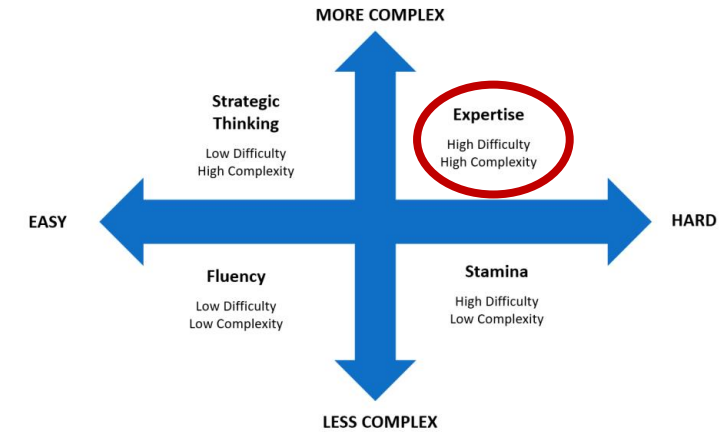
Timeline:

Commence Design: December 1, 2025
Construction Contract:
May 3, 2027
Substantial Completion:
March 31, 2029

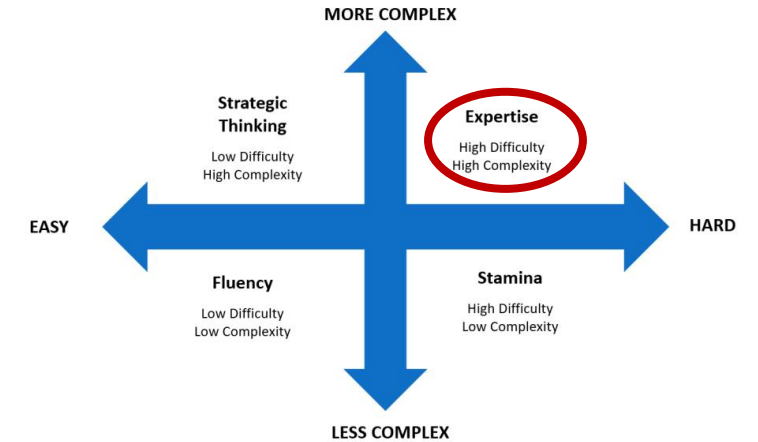
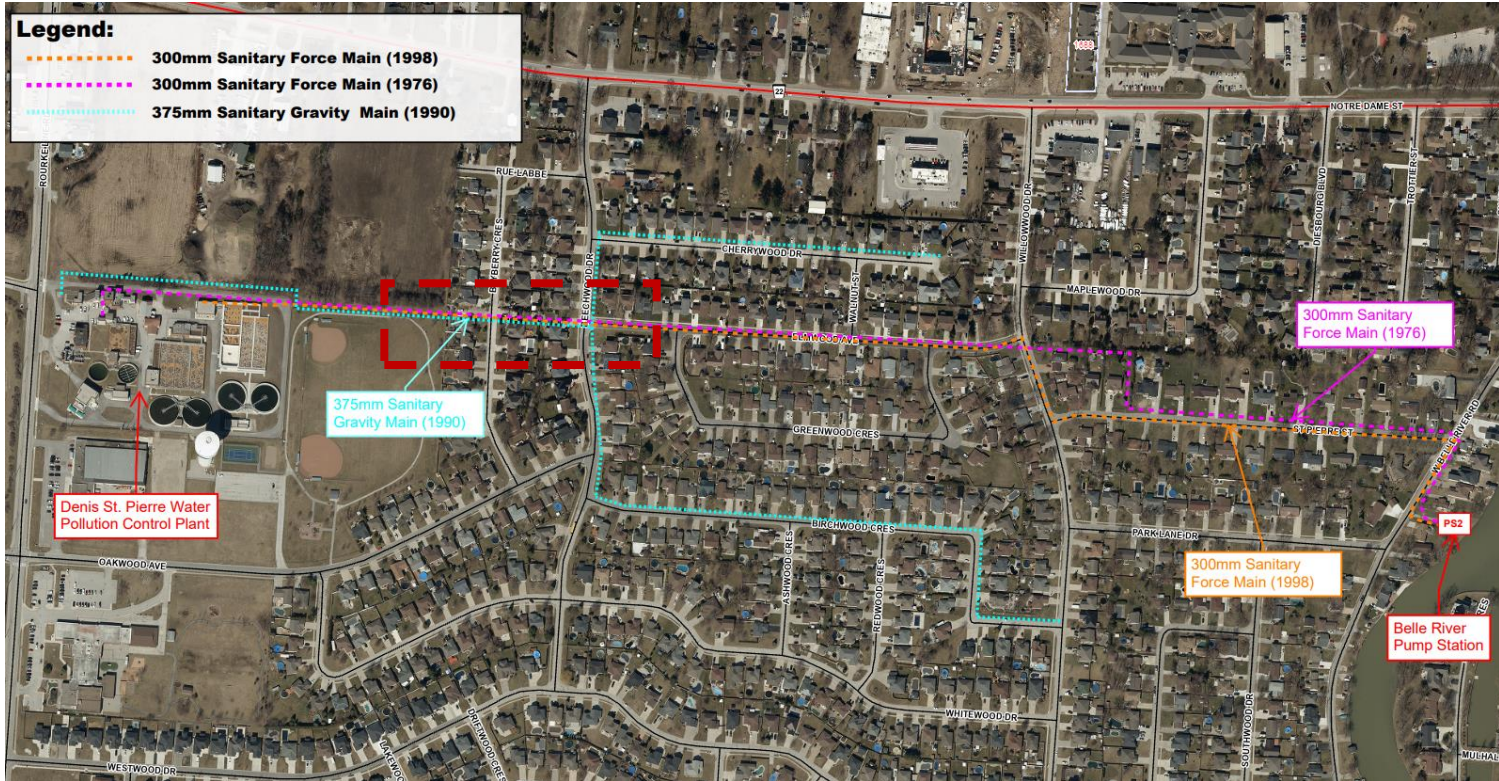
EASTERN COMMUNITY TREATMENT PLANT & COMBER FORCEMAIN

The complexity around the Eastern Community Treatment Plant Project is related to the following:

- Need for specialized expertise in this design area.
- Complexity of removal vs re-use of existing lagoon systems as overflow storage and how to deal with existing capacity issues in design of system.
- Phased design strategies for a two-part servicing project (foremain to Comber).
- Multi-community infrastructure and sanitary needs with uncertainty of growth and density.
- Schedule and completion timelines are critical based on pressures to accommodate growth as well as address existing environmental concerns.
- Accommodate interim measures when critical levels are reached and lagoons are currently operating over capacity while delivering project.



BELLE RIVER FORCEMAIN & PUMPING STATION (BELLE RIVER #2)



The complexity around the Belle River Forcemain & Pumping Station is related to the following:

- Unavailable Lands (and space) for new route (likely will need to accommodate future replacements as well).
- Condition of forcemain is unknown and criticality of replacement is a risk.
- Environmental Assessment has to be undertaken to determine the best location (route unknown).
- Pre-Planning will be complex and time consuming with the need for additional studies to determine field conditions of alternatives.

BELLE RIVER FORCEMAIN & PUMPING STATION (BELLE RIVER #2)



STONEY POINT AND COMBER WATER TOWERS

The complexity around the Stoney Point and Comber Water Towers is related to the following:

- Structural design itself. Most towers use reinforced concrete or steel, and both require careful planning to prevent failure.
- Hydraulic consideration related to system constraints and ability.
- The tank also has to remain watertight and sanitary. Since it holds drinking water, it's regulated under public health standards tied to potable water.
- Specialized coatings, corrosion-resistant materials, and designs that prevent contamination from bacteria, debris, or temperature changes.
- Towers are constantly subjected to wind loads, temperature expansion and contraction.
- Logistics and construction are complex using specialized equipment, requires careful sequencing, and involves working at heights.
- Limited specialty contractors.





PROJECT PROGRESSION

PROJECT PLANNING TIMELINE



PROJECT INITIATION

Project Priority Assignment &
Budget Approval (Planning)



PROJECT PLANNING

Environmental Assessment,
Detailed Design & Budget
Approval (Execution)



PROJECT EXECUTION

Tender, Tender Award
& Construction



PROJECT CLOSE OUT

Maintenance & Project Close Out

Approximately
6 months

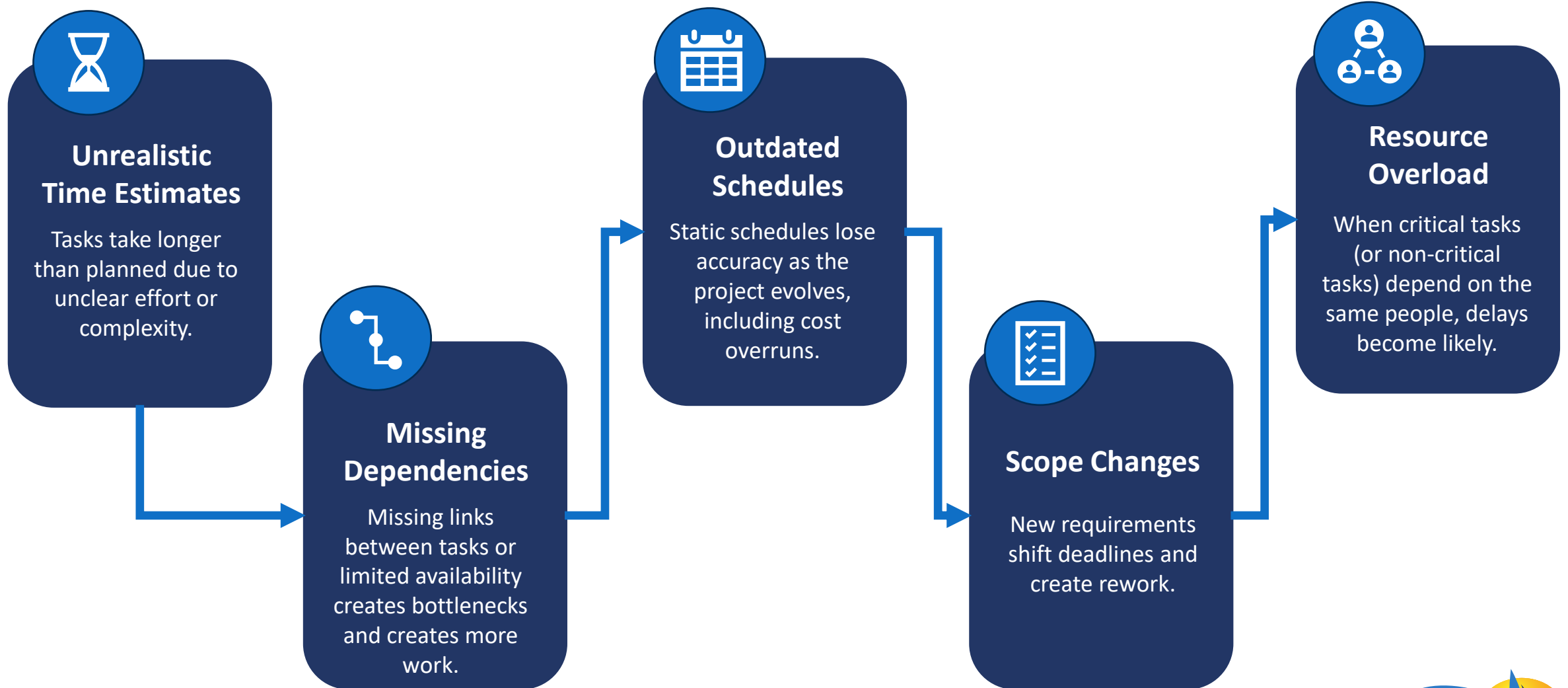
Approximately
24 months

Approximately
24 months

Approximately
12 months

TOTAL PROJECT TIMELINE (EXCLUDING CLOSE OUT) = APPROXIMATELY 4 ½ YEARS

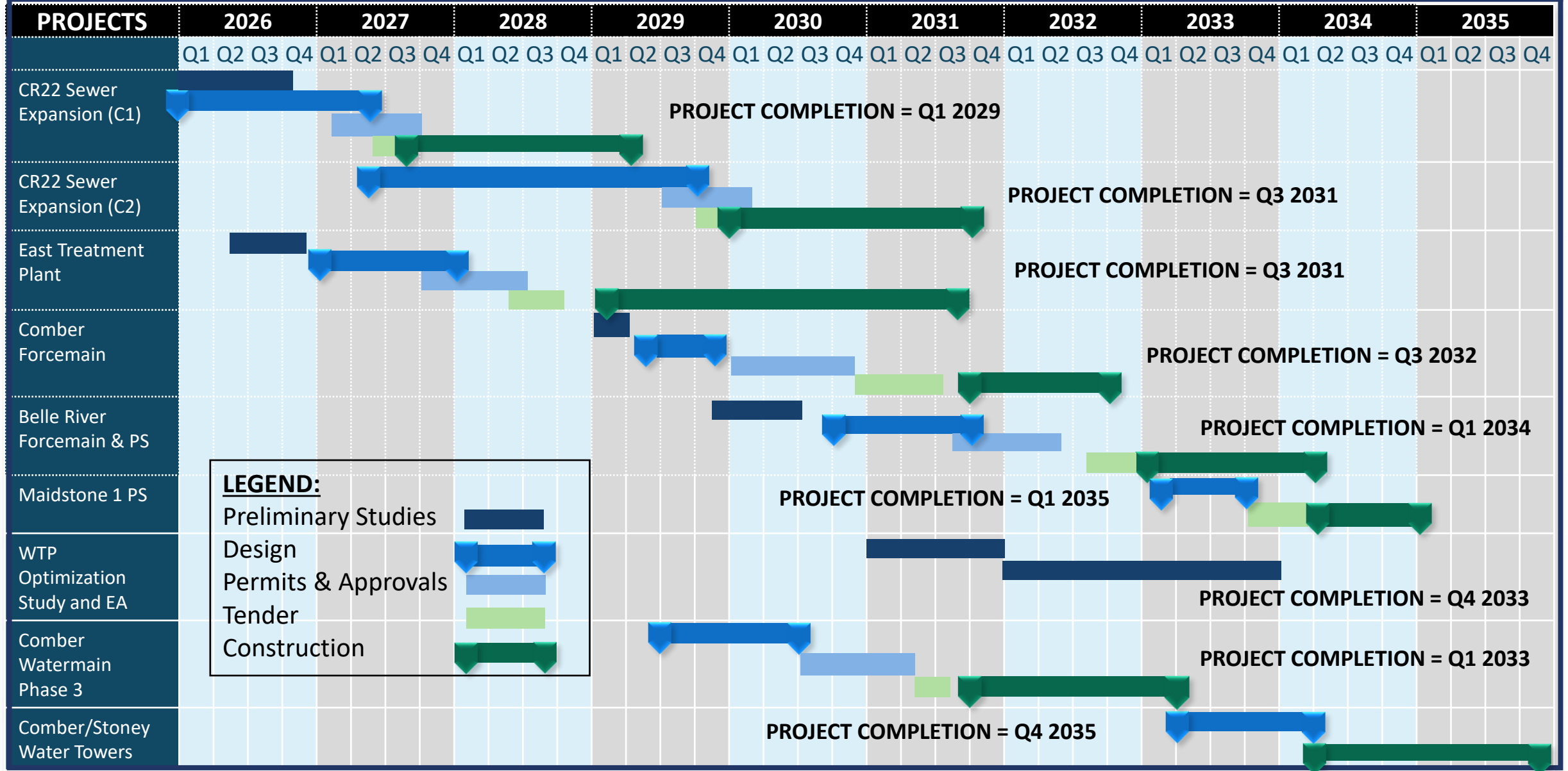
COMMON CHALLENGES WHEN CREATING A PROJECT SCHEDULE





OVERVIEW OF TIMELINES FOR WWMP PROJECTS

WWMP SCHEDULE (5-YEAR IMPLEMENTATION PLAN)



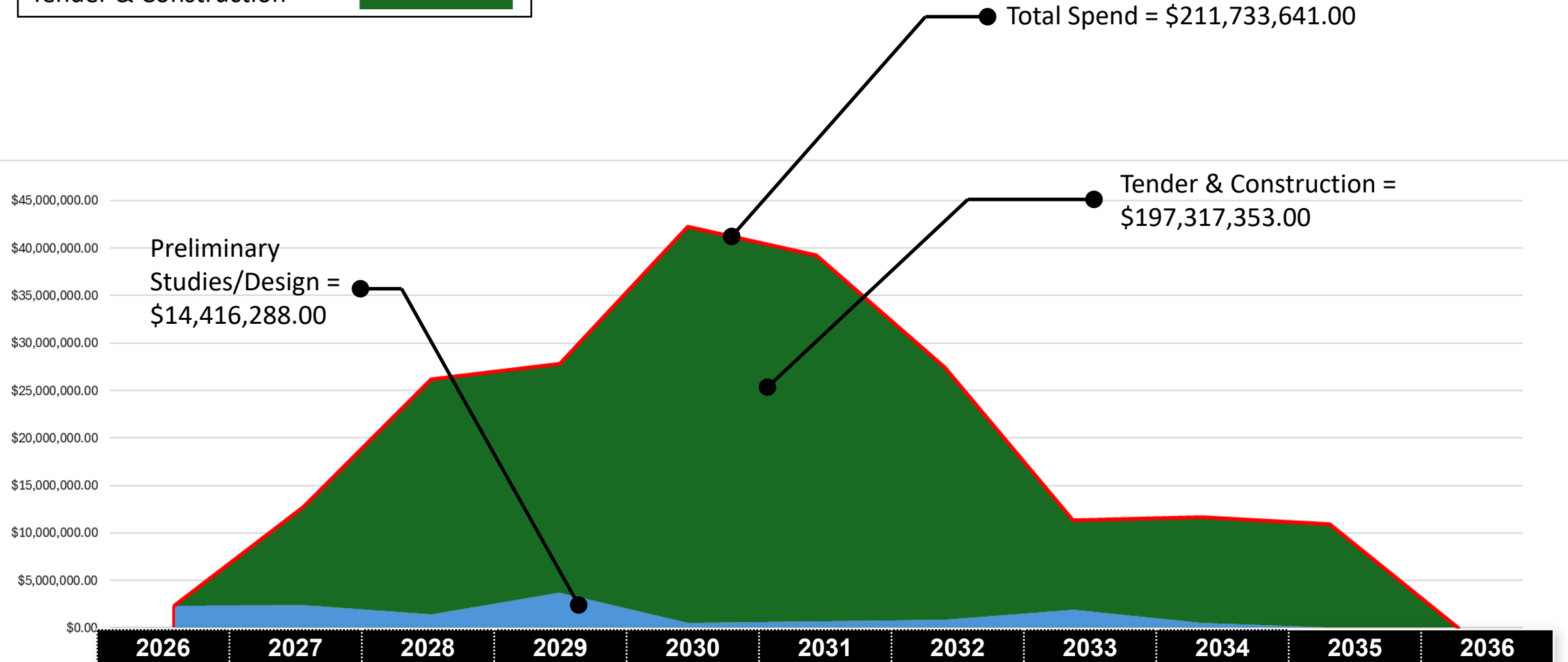
WWMP DESIGN & CONSTRUCTION SPEND (EFFORT)

LEGEND:

Preliminary Studies/Design



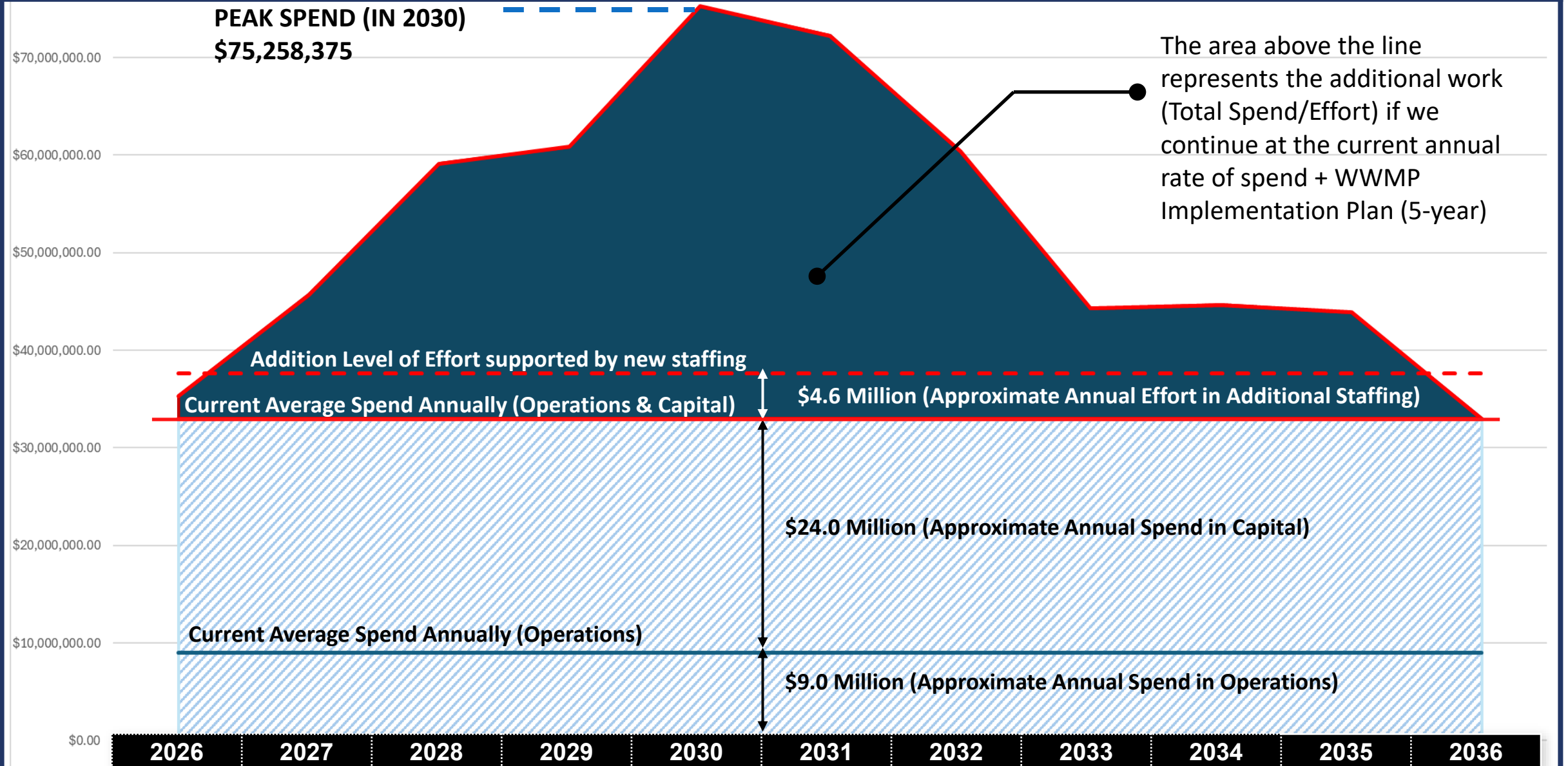
Tender & Construction



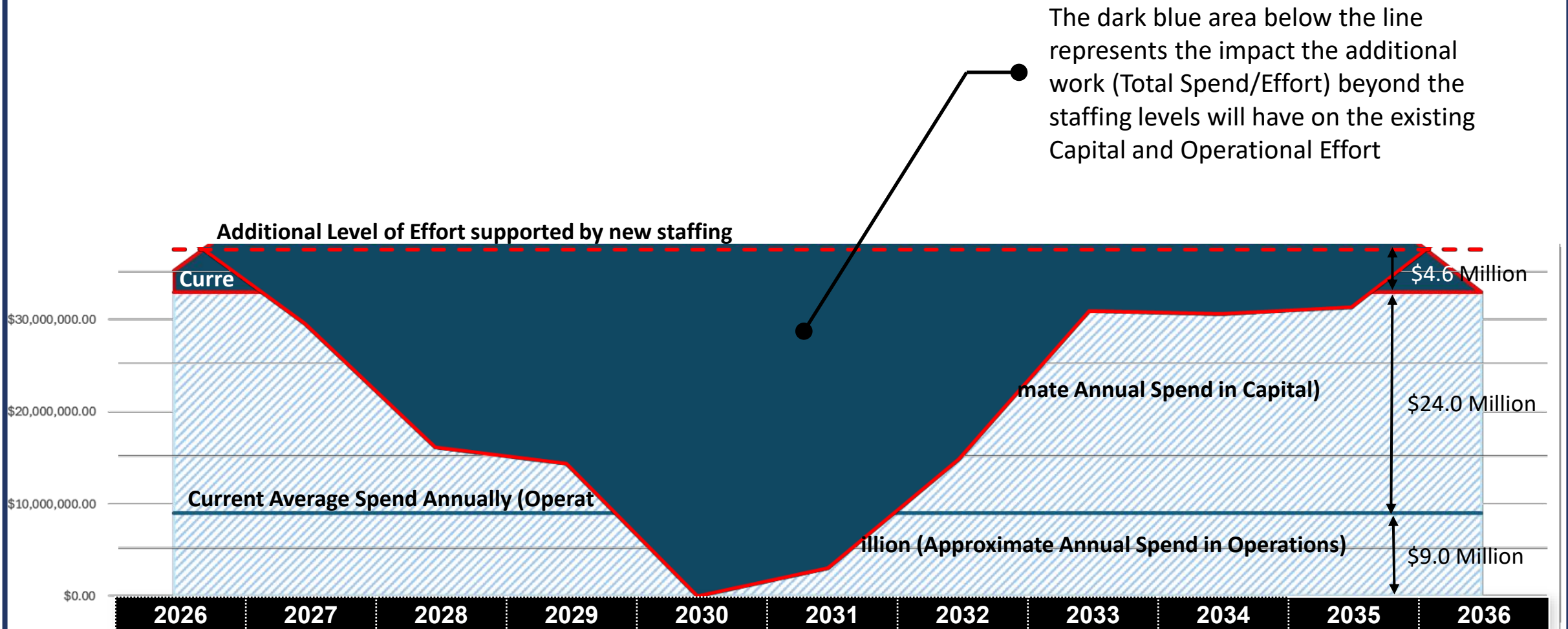


INTERNAL STAFF RESOURCING EXPLAINED

INTERNAL STAFF RESOURCES



INTERNAL STAFF RESOURCES IMPACT



SCHEDULE & LEVEL OF EFFORT EXPLAINED

WHAT DOES THIS MEAN?

The Municipality of Lakeshore averages approximately \$9.0 Million in operational expenditures a year and approximately \$24.0 Million in capital expenditures a year within Infrastructure Services (33 Million per year). Additional staff attribute to approximately \$4.6 Million additional per year (37.6 Million per year).

Even by spreading the 5-year plan out by 4 more years (until 2036) this is still expected to compromise resourcing levels and the ability to deliver the Plan.

Committing and underestimating the time spent on projects will further hinder Operations and other critical Capital Projects.

Average available spend/effort of additional approved resources = approximately 37.6 Million annually over 9 years
Expected spend (in addition based on delivery of the Plan) = approximately 18.6 Million annually over 9 years

Expectation is that the staffing resources will deliver 1.5 times their current productivity (at times this will be lower and/or higher depending on actual costs and peaking of spend/effort).

The Proposed Schedule was meant to minimize this and spread it out over a longer period with other considerations as mentioned.

SCHEDULE & LEVEL OF EFFORT EXPLAINED

WHAT TO EXPECT?

From 2028 to 2033 (during Peak Spend), the effort to deliver the Plan relies on the majority of staff resources and thus will hinder staff from completing other required operational maintenance during this time. Municipal staff may also be hindered from carrying out other capital projects that are in alignment with our asset management plan (including road reconstruction, other replacements to linear infrastructure, etc.) which could result in infrastructure that requires critical repair and limited staff availability to maintain it. Repairs and replacement of the existing infrastructure as it reaches the end of its service life may be compromised during this time.

Essentially, we will be hindered from maintaining our existing infrastructure Level of Service (LOS) while staff focus on constructing new infrastructure as per the Plan. There may be future budget asks to continue to maintain this while delivering the plan and not necessarily be known costs that are related to “project” costs.

Future budget years may need to be reduced, delaying some capital plans to ensure delivery of the plan during these peak times.

Other priorities may further hinder the Plan and thus will need more fulsome direction and should consider this in setting/changing priorities moving forward (redirecting staff resources).

This will be considered at budget time (when projects may be recommended to be deferred) and communicated to Council.



PROJECT RISKS

PROJECT RISK & MITIGATION



Risk acceptance is a strategic choice made with the understanding that some level of risk is inevitable in pursuing objectives.

LEVEL OF EFFORT = LOW



Risk Transference means shifting the risk to a separate third party or entity. In this strategy, risky activities can be allocated to a third party or an insurance policy to cover the expenses of probable disruption.

LEVEL OF EFFORT = LOW



TYPES OF RISK MANAGEMENT TECHNIQUES

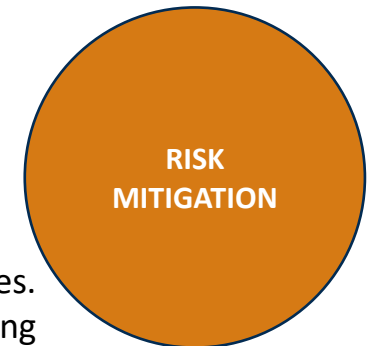
LEVEL OF EFFORT = HIGH



Risk avoidance strategy involves taking steps to prevent the danger from occurring. This strategy is a proactive approach that involves avoiding actions or decisions that could potentially introduce risks to the organization.



LEVEL OF EFFORT = HIGH



Risk Mitigation is one of the most common strategies. Potential risks are reduced after analyzing and taking some essential measures. This technique requires implementing measures to decrease the likelihood or impact of a risk.

DIFFERENT TYPES OF RISK AND MITIGATION

TYPES OF RISKS



**STRATEGIC
RISK**



**QUALITY
RISK**



**TECHNICAL
RISK**



**RESOURCE
RISK**



**LEGAL
RISK**



**SCHEDULE
RISK**



**SCOPE
RISK**



**PUBLIC
RISK**



**FINANCIAL
RISK**



**OPERATIONAL
RISK**



**COMPLIANCE
RISK**

STEPS IN EFFECTIVE RISK MITIGATION

IDENTIFICATION:
Finding potential
risks.

ASSESSMENT:
Prioritizing risks by
probability and
impact.

PLANNING:
Developing specific
mitigation actions.

MONITORING:
Continuously
assessing risks to
modify actions as
needed.

COMMON TYPES OF RISKS & ASSOCIATED MITIGATION

Risk: Schedule

Project Completion
Timing

Mitigation:

Overlapping design work with construction, additional resourcing (internal), and incorporate senior level requirements in RFP for design to ensure project timelines and risks can be mitigated with higher level experienced resources (internally and externally).

Risk: Project Status

Project requirements to be completed through EA process on some of the key project components (pump stations, BR forcemain), including environmental, archeological, and cultural heritage.

Mitigation:

RFP to include EA components and detailed design to run concurrently, where possible. May be more costly based on unknown design parameters.

Risk: Project Team Stability

Consistency of Resourcing (Internal or External) and retention of staff.

Mitigation:

Cross-functional involvement of project team members to ensure schedule impacts are mitigated if staff replacement is required based on the duration of the projects.

Risk: Permit or Authorization Delays

Authority of upper tier and approvals (federal and provincial).

Mitigation:

Proactive permitting approach to be developed with successful proponent for design work.

Risk: Pework Delays

Required utility relocations in advance of construction.

Mitigation:

Proactive relocation plan to be developed with successful proponent for design work.

COMMON TYPES OF RISKS & ASSOCIATED MITIGATION

Risk: Excess Soils Management

The volume and contamination level of excess soil is unknown.

Mitigation:

Specification of protection prior to construction and prework for the type of design. Retaining as much excess soil within the project boundary as possible to minimize impact on costs and schedule and minimize removal of soils from site to decrease landfill impact.

Risk: Supply and Procurement of Materials

Mitigation:

Schedule buffer & monitor labor/material availability. Designer should work with suppliers to identify potential risks.

Risk: Operational Logistics

Based on complexity of the project, operational logistics to maintain sanitary service to residents and minimize the impact of traffic and service impacts.

Mitigation:

Enhance prework to ensure Subsurface Utility Engineering (SUE) is undertaken to minimize impacts on schedule. Develop operational design details for sanitary sewer services and tie overs of main sewers.

Risk: Property Acquisition

Property requirements are still unknown for some pumping station locations. Property acquisition, if not successful, may require expropriation.

Mitigation:

Implement a property taking/expropriation policy and schedule to meet project timelines. Review alternative opportunities to avoid property acquisition, if possible.



ALTERNATIVE OPTIONS

DESIGN BUILD PROS & CONS

PROS

- Single Point of Responsibility: for design and construction, reducing issues between designer and contractor.
- Faster Delivery: Only one Contract
- Potential Cost Certainty: Lump-sum or guaranteed maximum price models can lock in costs.
- Innovation Potential: Teams can optimize design choices based on construction methods, materials, and lifecycle efficiency.
- Reduced Claims: For foreseeable risks.

May create a false sense that you are transferring risk.



CONS

- Less Owner Control Over Design: Performance requirements must be clear and concise.
- Harder to Compare Bids: Huge variation in price and approach often occur.
- Risk of Under-Scoping: If requirements are vague, quality or functionality can suffer which can result in Potential Scope changes or an outcome the Municipality is not happy with.
- Higher Procurement Effort Upfront: Requires detailed performance specs, evaluation frameworks, and often stipends for bidders. Adds time and effort prior to tender.
- Potential Reduced Transparency: Particularly in public-sector contexts, limited competition availability compared to traditional tendering (higher costs based on risks).

DESIGN BUILD

HIGH RISK DESIGN BUILD MUNICIPAL PROJECTS OR PROJECTS LESS SUITABLE

- New or replacement linear infrastructure in busy corridors with significant utility conflicts (utility conflicts are often the largest schedule risk in linear infrastructure projects);
- Projects that involve large stakeholder engagement and ministry approvals (CA, MECP, MTO, Rail);
- Projects already fully or substantially designed (i.e. Eastern treatment plant);
- Projects still undergoing Environmental Assessment (EA) or regulatory approvals (e.g., MECP), especially where outcomes may change (Design Build requires clearly defined performance requirements and known risks);
- Where scope is unable to be clearly defined and could evolve causing increased costs to carry risks;
- Projects requiring significant land acquisition or easements not yet secured (unknown scope (route) and risks costs);
- Linear infrastructure through established communities requiring extensive public consultation, particularly if alignment is not finalized and therefore high risk in congested urban environments with constraints; and
- Projects lacking sufficient pre-design investigations e.g., incomplete geotechnical data, utility mapping, legal survey.



3rd PARTY PROJECT MANAGEMENT/CONSTRUCTION MANAGEMENT

Handing a municipal project over to a consultant—whether as construction management (CM) or near full outsourcing—can work, but it comes with downsides that are typically underestimated.

Construction Management → Offers more flexibility, but you keep the risk and complexity of the project.

Full Outsourcing → Less day-to-day burden, but you risk losing control, knowledge, and leverage related to the project

Neither replaces the need for a strong, engaged municipal owner.

Despite the downsides, they're used when:

- Internal staff capacity is limited
- Projects are too numerous or too large
- Specialized expertise is needed

But the successful ones:

- Keep decision-making authority in-house
- Stay actively involved
- Don't treat outsourcing as "hands-off"

Better option is Secondment of staff however this is challenging to do based on market conditions and resourcing (consultants) also rely on their "team" to deliver these types of projects.

ADDING/ASSIGNING INTERNAL STAFFING RESOURCES

HIRE MORE PEOPLE?

- This takes additional resources and time to onboard, hire and train. By the time you have a full functioning team a significant amount of time has passed if it's a short-term condition. The benefit becomes less effective when hiring so many people at once into contract roles and growing the department that quickly.
- Challenging to find qualified contract resources under time and pay constraints (level of role). A qualified project manager understands sequencing, dependencies, and risk buffers. Someone without that background often underestimates timelines or budgets, leading to delays, cost overruns, and constant firefighting. This is especially risky in large-scale projects tied to public funding or strict regulatory deadlines.

DIRECTLY ASSIGN PEOPLE TO THESE PROJECTS (100%)?

Directly assigning staff to these projects full time without the support causes concerns with resourcing and priorities of the department as a whole. This situation will create bottlenecks and leaves all project risks and assignments to individuals in lieu of the use of a team for resolution and project delivery.



OPEN DISCUSSION & QUESTIONS