MARKHAM

Report to: General Committee   Meeting Date: June 17, 2019

SUBJECT: Project Management Coordination and Reporting
PREPARED BY: Phoebe Fu, Ext 3010

RECOMMENDATION:

1)   That the report entitled "Project Management Coordination and Reporting" be received; and,
2)   That the "Major Project Status Tracking" Dashboard report (Attachment "A") be received; and further,
3)   That Staff be authorized and directed to do all things necessary to give effect to this resolution.

EXECUTIVE SUMMARY:
N/A

PURPOSE:
The purpose of this report is to provide Council with a semi-annual status report of major projects using the dashboard report format.

BACKGROUND:
As part of the 2009 Auditor General's audit on construction management, it was recommended that the City adopt and implement a project management methodology, and that Staff report to Council on the status of major projects on a regular basis.

As a result of the Auditor General's recommendations, a Project Management Team consisting of Staff from Engineering, Environmental Services, ITS, Planning and Urban Design, Purchasing and Sustainability and Asset Management was created to share project management practices and lessons learned. The chair is rotated among members of the team. The current chair is the Director of Environmental Services. The team developed a project management methodology consistent with the Project Management Institute's "Project Management Body of Knowledge" (PMBOK). PMBOK is a set of standard terminology and guidelines for the practice of project management that includes five process groups and ten knowledge areas:
- The five process groups in a project life cycle are: initiating, planning, executing, monitoring and controlling, and closing.
- The ten knowledge areas are: integration management, project scope management, project time management, cost management, quality management, human resources management, communication management, risk management, procurement management, and stakeholder management.

The project management methodology adopted by Council in December, 2013 included the following governance practices:

- Establishing a Project Management Team to adopt standard project management practices; establish continuous improvement processes, and sharing of lessons learned / best practices.
- Establishing project-specific Executive Steering Committees (if criteria are met), to provide an escalated level of oversight on projects where the City has significant exposure.
- Establishing a project reporting framework with standard templates for project charter, project status report, and dashboard reporting (major project status) through Eclipse software.

The Project Management Team has adopted the above governance practices, including regular project reporting to Council on the status of major projects.

OPTIONS/ DISCUSSION:
The current Dashboard reports (Attachment "A") provide a status as of March 29, 2019 for Engineering, Environmental Services, ITS, Sustainability and Asset Management and Planning and Urban Design projects currently open with an approved capital budget greater than $350,000. These reports provide an overview for Commissioners, the Executive Leadership Team (ELT) and Council of summarized financial and schedule information. Colour coded Budget Concern and Schedule Concern Indexes provide an indication of project health at a glance, in accordance with established criteria (see Attachment "B").

No projects show a Concern Index of "yellow"(requiring attention); however, there is one project which has been placed on hold:

Sustainability & Asset Management
Project 19022 – The Chapman House Community Kitchen:
Grant funding application not successful, Staff will re-apply in six months. No spending to date and project will not proceed unless additional funding is secured

FINANCIAL CONSIDERATIONS
There are 132 capital projects with approved capital budgets greater than $350,000 within Engineering, Environmental Services, ITS, Sustainability and Asset Management and Planning and Urban Design. The total approved budgets for these projects total $315.3M. Finance confirms that the figures in Attachment "A" match the General Ledger.

HUMAN RESOURCES CONSIDERATIONS
N/A

ALIGNMENT WITH STRATEGIC PRIORITIES:
N/A

BUSINESS UNITS CONSULTED AND AFFECTED:
The follow up implementation plan for expanding and completing the "Major Project Status Tracking" Dashboard reporting for semi-annual submission is as follows:

- Engineering –2016 (partially complete), remaining project has been completed in 2018
- Environmental Services – Q4 2014 (complete)
- ITS – 2013 (complete)
- Sustainability and Asset Management (formerly Asset Management) - 2013 (complete)
- Planning and Urban Design – Q1 2019 (complete)

Directors & the Chief Information Officer of the business units affected are in agreement with the information and data provided in this report.

RECOMMENDED BY:

Phoebe Fu, P.Eng.   Brenda Librecz, Commissioner
Director, Environmental Services   Community and Fire Services

Brian Lee
Director, Engineering

Biju Karumanchery   Arvin Prasad, Commissioner
Director, Planning and Urban Design   Development Services

Graham Seaman, P.Eng   Trinela Cane, Commissioner
Director, Sustainability and Asset Management   Corporate Services

Nasir Kenea
Chief Information Officer

ATTACHMENTS:
Attachment "A" – Major Project Status Tracking (Engineering, Environmental Services, ITS, and Sustainability and Asset Management)
Attachment "B" – Budget and Schedule Concern Index