



Report to: General Committee

Meeting Date: December 4, 2017

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;
- 2) That the “Major Project Status Tracking” Dashboard report (Attachment “A”) be received; and
- 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 Asset Management, Engineering, Operations, Environmental Services, Planning and Urban Design, Purchasing and ITS 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.

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- 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 September 30, 2017 of all Sustainability and Asset Management, ITS, Environmental Services and Engineering 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”).

Two projects show a concern index “yellow” that requires attention. They are discussed below:

- Aaniin Community Centre and Library (previously SECCL) – Schedule concern remains until substantial completion occurs which is being planned for December 2017.
- Fire Station Renos for Gender Diversity – Phase 1 of 2 - The interior gender diversity upgrades were completed on time and below budget. Contaminated soil was found where the accessibility ramp was to be installed and will be remediated and the ramp will be constructed in 2018.

FINANCIAL CONSIDERATIONS

There are 74 capital projects with approved capital budget greater than \$350,000 within Sustainability and Asset Management, ITS, Environmental Services and Engineering. The total approved budgets for these projects total \$261.2M. As outlined on Attachment “A”, it is anticipated that all 74 capital projects will be completed within the approved budgets.

HUMAN RESOURCES CONSIDERATIONS

n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

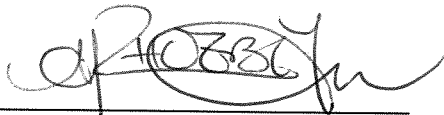
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BUSINESS UNITS CONSULTED AND AFFECTED:

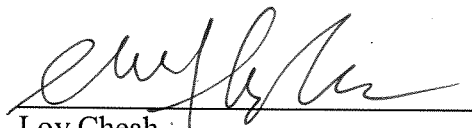
The follow up implementation plan for expanding and completing the “Major Project Status Tracking” Dashboard reporting for semi-annual submission is as follows:

- Asset Management and ITS – 2013 (complete)
- Environmental Services – Q4 2014 (complete)
- Engineering –2016 (complete)
- Urban Design – Training and implementation starting in 2015, and continued into 2017 with completion target by December 2017.

RECOMMENDED BY:



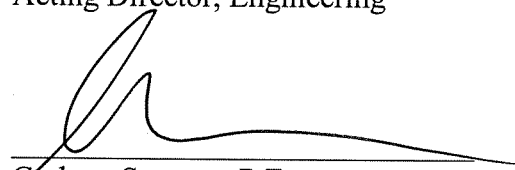
Phoebe Fu, P.Eng
Director, Environmental Services



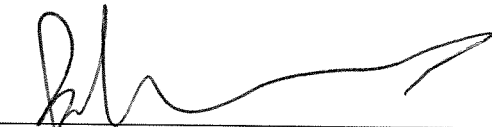
Loy Cheah
Acting Director, Engineering



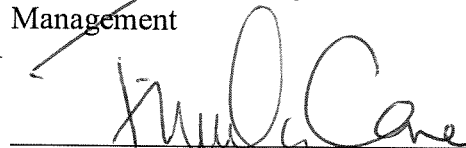
Nasir Kenea
Chief Information Officer



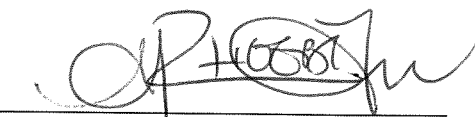
Graham Seaman, P.Eng
Director, Sustainability and Asset Management



Brian Lee, P.Eng
Acting Commissioner,
Development Services



Trinela Cane
Commissioner,
Corporate Services



Acting
Brenda Librecz
Commissioner,
Community and Fire Services

ATTACHMENTS:

Attachment “A” – Major Project Status Tracking (Sustainability and Asset Management, ITS, Environmental Services and Engineering)

Attachment “B” – Budget and Schedule Concern Index