



Report to: General Committee

Meeting Date: June 6, 2017

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

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**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, 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 April 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”).

One project shows a concern index “yellow” that requires attention. It is discussed below:

- Aaniin Community Centre and Library (previously SECCL) – Schedule concern remains. In the February 2017 project update memo to Council, it was communicated that the contractor has indicated a further delay with Substantial Performance revised from March 30, 2017 to May 19, 2017 (1.5 months). Staff estimates that Substantial Performance will be closer to mid-summer 2017, based on construction progress. Therefore, the forecast Beneficial Use date will be delayed to Q4/2017, with programming starting within Q4/2017. Staff is diligently working with Bondfield to encourage them to mitigate the issues and maintain their schedule.

### **FINANCIAL CONSIDERATIONS**

There are 73 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 73 capital projects will be completed within the approved budgets.

### **HUMAN RESOURCES CONSIDERATIONS**

n/a

### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

n/a

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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:

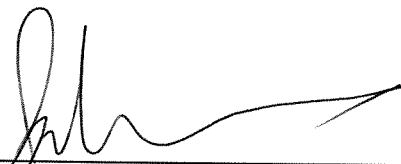
- Asset Management and ITS – 2013 (complete)
- Environmental Services – Q4 2014 (complete)
- Engineering –2016 (complete)
- Urban Design – Training and implementation starting in 2015, and continued into 2017 with completion target by December 2017.

**RECOMMENDED BY:**



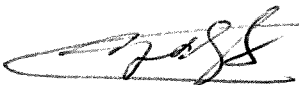
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Phoebe Fu. P.Eng.  
Director, Environmental Services



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Brian Lee. P.Eng.  
Director, Engineering



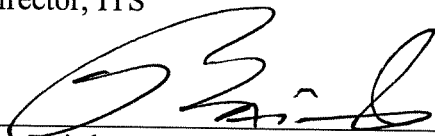
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Nasir Kena  
Director, ITS



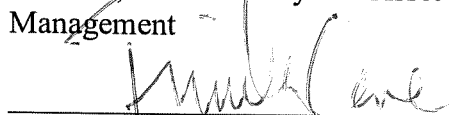
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Graham Seaman. P. Eng.  
Director, Sustainability and Asset  
Management



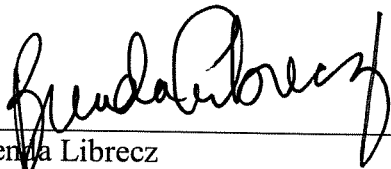
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Jim Baird  
Commissioner,  
Development Services



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Trinela Cane  
Commissioner,  
Corporate Services



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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