
To **Committee of the Whole**

Service Area Infrastructure, Development and Enterprise Services

Date Monday, October 2, 2017

Subject **Corporate Project Management Office Progress Update**

Report Number IDE-17-109

Recommendation

1. That the report IDE-17-109 "Corporate Project Management Office Progress Update", dated October 2, 2017 be received.

Executive Summary

Purpose of Report

To provide Council with the second annual progress update on the Corporate Project Management Office (CPMO) activities including the implementation of Deloitte's Capital Project Risk Assessment recommendations (CAO-C-1507, Att-1) as well as the service reviews implementation status and other continuous improvement activities. Although this report is for receipt, it provides updates on the Council Shared Agenda (CSA) items; therefore it is presented as a staff report.

Key Findings

- Since its first annual progress report (CS-2016-75), the CPMO has expanded to two divisions: Project & Program Management (PPM) and Business Process Management (BPM).
- Progress updates on each division are provided including specific projects supported and processes reviewed, training offered, accomplishments made and lessons learned.
- To date, through cross-functional collaborative efforts, many accomplishments have been made to develop new corporate standards by incorporating significant continuous improvements and the culture of continuous improvement is starting to spread and embedded across the organization.

Financial Implications

There are no financial implications with respect to receipt of this report. Expenses were incurred for technical support during the pilot service reviews and resource requirements have been identified to continue to support the delivery of the CPMO mandate to implement Deloitte's recommendations. These financial impacts are being reviewed and considered for Council's deliberation of the 2018 budget.

Report

This is the second annual Project Management Office progress report brought to Council since the creation of the Corporate Project Management Office (CPMO).

BACKGROUND – Guelph’s Commitment

In response to Deloitte’s review and to deliver on the City of Guelph’s commitment to address issues identified during previous capital projects, the City established a corporate PMO in late 2015. Deloitte’s recommendations included the development and implementation of formal project management standard frameworks, processes and tools to improve the capacity and capability of City’s project management delivery.

The Executive Team, in full agreement with all 18 Deloitte’s recommendations, reported its commitment to providing annual progress reports to Council in the staff report CAO-C-1507. The first of which was presented in October 2016 (CS-2016-75) through the Corporate Services Committee of the Whole.

In January 2016, the Business Process Management (BPM) function was integrated within the PMO. Part of the BPM division’s mandate was the development and implementation of a Business Service Review Framework, to ensure the effective and efficient delivery of City’s services. In October 2016, the proposed Business Service Review Framework (CS-2016-61) was approved by Council, followed by the implementation plan received (CS-2016-82) in November 2016.

In February 2017, the PMO moved service areas to the Infrastructure Development and Enterprise Services (IDE). To better reflect the PMO mandate, scope and its corporate responsibility, the name of the department changed to the Corporate Project Management Office (CPMO). This second annual progress report and subsequent reports will be reported through the IDE Committee of the Whole.

CORPORATE PMO - Centre of Excellence

Acting as a Centre of Excellence, the CPMO department’s mission is to drive organizational success through the efficient and effective management of projects and processes by defining, developing and maintaining standard methodologies, processes and tools for the Corporation to build and maintain continuous improvement in project and process management.

The Project and Program Management (**PPM**) division focuses on improving corporate project management, initially supporting priority on high risk, large complex capital construction projects. This priority was included in the original Council Shared Agenda (CSA) and the City’s Corporate Administrative Plan (CAP). The PPM division currently has one temporary position, filled by a 12 month secondment assignment, supporting the department manager.

The Business Process Management (**BPM**) **division** focuses on reviewing and improving corporate processes and services, with its long-term work plan to review all City services. This work was also included in the original CSA, and is now part of the CAP. With strong support and commitment from the CAO and Executive Team to make this initiative a corporate priority, two staff were reallocated from CAO's office to this division in January 2017, to support the Program Manager of Business Process Management.

Both divisions provide training, coaching and guidance on project and process management. The two divisions work very closely to leverage resources, tools and processes and contribute to fostering a culture of continuous improvement.

PPM DIVISION PROGRESS TO DATE – Delivering Project Management Excellence

The PPM's work is planned and delivered based on the approved CPMO Mandate and Deloitte recommendations. Highlights of the activities and progress are included below and the details of the progress made to Deloitte's 18 recommendations are attached (ATT-1: Deloitte Recommendations – Progress to date).

PPM staff have been working closely with various cross-functional project managers to understand the current project management practices and facilitate continuous improvement ideas, in part by challenging the existing practices including some of the policies and bylaws. This learning and improvement has been compiled into a project management manual. In addition, topic specific training material is developed to provide training courses and workshops.

Championing Collaboration

In order to leverage the existing project management best practices, share lessons learned and promote input and discussions from the subject-matter-experts in the organization, a cross-functional governance committee was formed in early 2016.

Complex Capital Projects Committee, chaired by the Manager of CPMO, with DCAO of IDE as the Executive Sponsor, acts as a PMO advisory board for new ideas and proposed changes for project management improvement brought forward. As new standards are developed, the committee members have been disseminating and championing the changes across the organization (ATT-2: Complex Capital Projects Committee).

With its initial focus of complex capital construction projects, the committee undertook a review of the 2017 capital construction projects and categorized over 100 projects into tiers 1, 2 and 3, by determining the level of risk based on eight criteria: dollar amount, scope/complexity, City's experience, project profile, stakeholder impact, service delivery, resource requirements and political profile (see *Figure 1: City of Guelph Project Portfolio Framework*).

Project management rigour scale to tier level

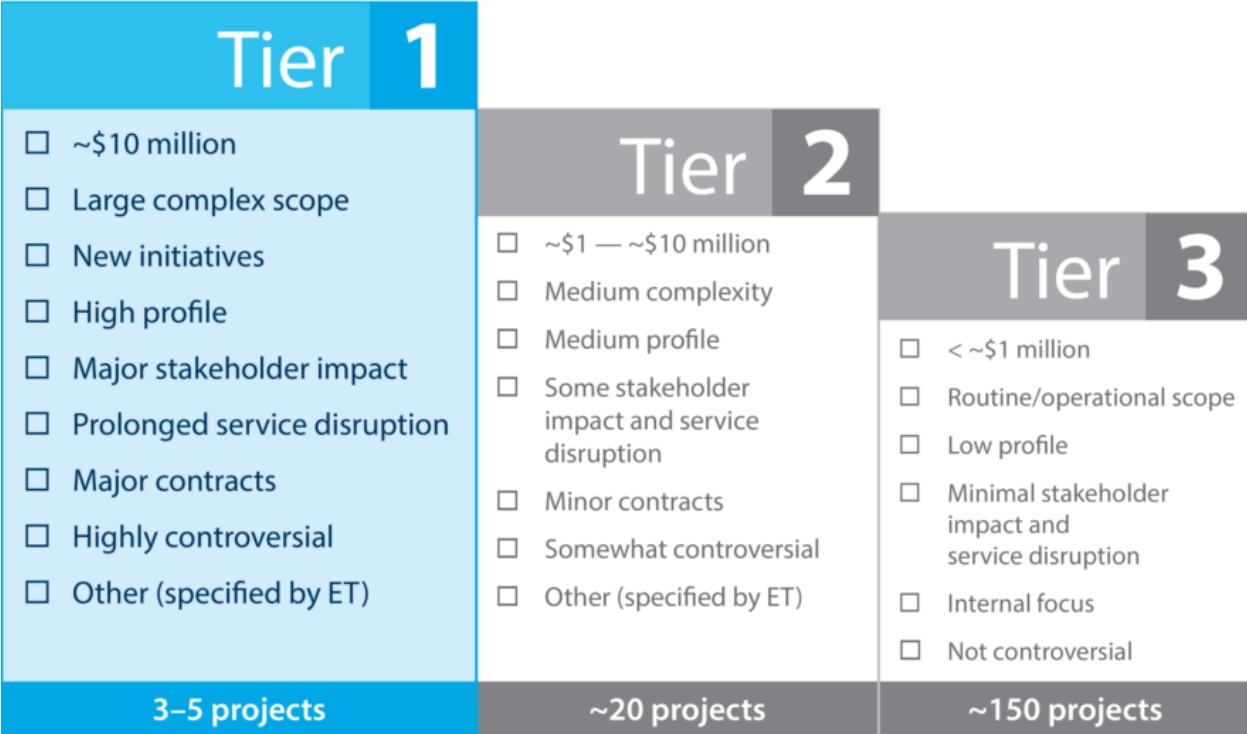


Figure 1: City of Guelph Project Portfolio Framework

Project Profile

Based on the above-mentioned work of Complex Capital Projects Committee, the City’s 2017 capital construction projects were categorized, as depicted in Figure 2, 2017 Capital Construction Project Profile.

2017 Construction Projects by Tier

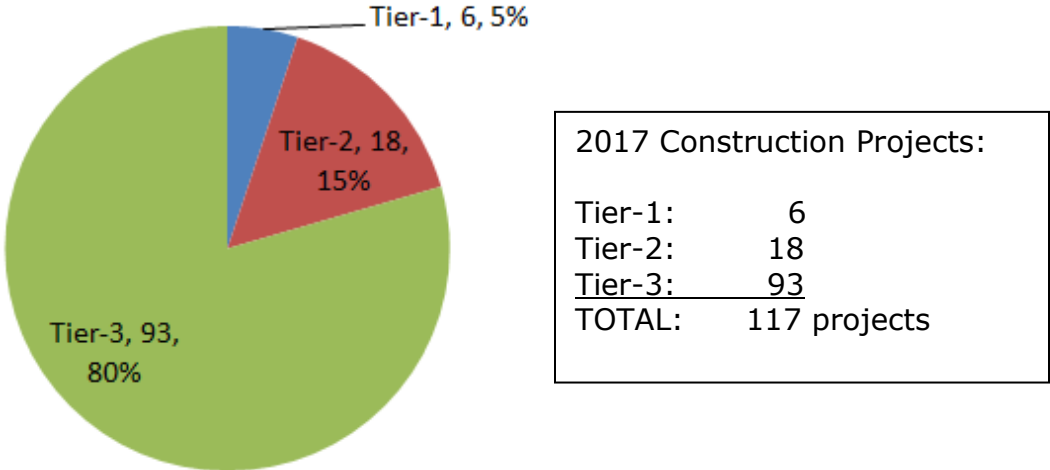


Figure 2, 2017 Capital Construction Project Profile

In order to streamline this lengthy manual categorization process, the PMO proposed incorporating the project categorization work into the 2018 budget request process. This integrated approach includes having the project managers categorize the capital projects into various project types and portfolios at the time of budget request, to answer frequently asked questions by Council, Executives and other stakeholders. The project attribute information includes:

- Project tiers (through using the Figure 1 framework)
- Project category (city building, infrastructure renewal or growth)
- Programs of work (project hierarchy)
- Project type (construction vs. non-construction)
- Project ownership (service owner vs. project manager)
- Project geographic locations and wards, etc.

Incorporating Complex Capital Projects Committee's input, the PPM staff worked with Finance to revamp the existing budget planning software (FMW) to incorporate this project categorization process as well as additional project management disciplines. A step-by-step user manual was created and a training module co-facilitated by Finance and PMO staff, was offered to project managers this summer as the 2018 budget work started.

Once the 2018 capital budget is approved by Council, project portfolio reporting can be easily done and appropriate project management rigour and financial variance reporting will be applied according to the project tier.

Complex Capital Projects Committee has been reviewing proposed project management rigour for each project tier and determining the appropriate level, in some cases, recommending higher level of rigour than what was proposed by PMO. This has been very encouraging and a positive indication of the desired change in corporate culture.

Fostering Continuous Improvement

Under the Complex Capital Projects Committee, a working group was formed with five sub-committees to tackle specific subject areas. The Construction Procurement Working Group, chaired by CPMO, along with the five sub-committees, is reviewing current processes to identify improvements and test proposed standards. The sub-committees are as follows;

- Contract / Agreements Reviews and Revisions (Lead: Legal): all existing construction contracts and agreements have been overhauled and updated. Release timeline: already in use.
- Vendor Performance Evaluation (Lead: CPMO): the current vendor performance evaluation forms, processes and application improvements have been implemented. Revised performance evaluation forms were developed and currently being tested by the working group members. Release timeline: end of September 2017

- Contractor Safety Administrative Program (Lead: Health and Safety): a new corporate program designed to ensure contractor companies working on behalf of the City of Guelph have acceptable safety management systems in place, and follow applicable legislation, codes and standards. Release timeline: December 2017
- Procurement Process Improvement (Lead: CPMO/Procurement): a Standard Operating Procedure, including instructions, a process flow chart and required templates, are being developed with many improvements and streamlining points incorporated, to clarify the process as well as to shorten the long lead-time. Release timeline: September 2017.
- Contract Management Software (Lead: Legal/IT): a corporate digital solution to allow management and systematic monitoring of contracts. A Project Charter and business requirements have been developed, along with process and agreement flow charts. A clearer understanding of process, roles and responsibilities needs to be arrived at. A demonstration was conducted in March 2017. A pilot to begin in Q1 2018. Release timeline: Q3 2018.

This collaboration with “front-line” project managers’ participation from all department representatives has been one of the key successes in our efforts to break-down silos as the corporation endeavours to improve the culture of project management practices and disciplines.

Enhancing Governance & Reporting (Tier-1 Projects)

PPM staff provide central coordinated management and oversight for high-risk complex capital projects. The City’s active Tier-1 projects are:

- Victoria Road Recreation Centre (VRRC) Renovations: successfully re-opened in June and fixing of building deficiencies are underway. The project has delivered the agreed-upon scope on time and within budget. Full close-out report to be completed in Q4 2017.
- Guelph Police Service Headquarters (GPS-HQ) Renovations: construction is progressing well, the east wing completion is anticipated in early 2018, the west wing completion end of April 2018, with the overall project completion target of spring of 2019.
- Wilson Street Reconstruction and Parkade: enhanced project scope with additional budget was approved by Council. Adjusted Project Charter finalized. A signed contract is in place and a kick-off meeting with Newton Group to be held in September to commence the detail design work.

Many of the Tier-1 project framework and tools have been developed and tested first on the GPS-HQ Reno project including the governance structure, change control process, budget tracking and reporting, document filing protocols and reporting framework. The feedback from the project steering committee and project team has been documented and incorporated into other Tier-1 projects.

To share the status of City's major projects with the community, the Tier-1 Project Quarterly report was introduced in July 2016. Since then, all Tier-1 projects have been reported quarterly through information report to Council and posted on gueph.ca for public viewing. This quarterly report design and format has been leveraged to design the Business Service Review Quarterly report as well as the CAP Quarterly report. Anecdotal feedback to date has been positive on this reporting frequency and digital format.

Through the 2017 project review, three more projects have been identified as Tier-1 projects. Lessons learned from the current Tier-1 projects are being incorporated into these newly identified Tier-1 projects that are in planning stage.

- South End Community Centre (SECC) Design Development: Tier-1 governance structure has been established and Project Charter developed. Request for Proposal (RFP) for design to be released in September, with target award timing of end of October 2017 to commence the design development work.
- Baker District Redevelopment: Staff is developing a Tier-1 governance structure as of writing of this report which is expected to be fully in place in Q4 2017. Scenario planning for approach with timeline and preparation for a proposal call for identifying a qualified developer to deliver the objectives in the approved Downtown Secondary Plan is underway, with a target to present the results to Council in June 2018.
- Guelph Main Branch Library: Tier-1 governance structure in partnership with Guelph Public Library (GPL) has been established. GPL is presenting an update on the development of their Business Case to Council on September 25, 2017 regarding the main branch library project.

Progress of these Tier-1 projects in the planning stage will be reported as they move to the execution stage and more information becomes available.

Portfolio and Program Management Support

In addition to supporting Tier-1 projects, PPM staff facilitates large corporate-wide portfolios and programs such as the Downtown Secondary Plan (DSP) Implementation plan. In order to raise awareness and understanding of the complexity and magnitude of the DSP Implementation work as well as the hierarchy and inter-dependencies between various programs and projects touching on all areas of the City's departments, the Downtown Implementation Strategy Portfolio Map (ATT-3) was developed and presented at the February 16, 2017 Council workshop. Once the 2018 capital project budget is approved in November 2017, PPM staff will update the map and support the Business Development and Enterprise department in facilitating the prioritization efforts with cross-functional groups to apply Council approved criteria on projects within the DSP program of work. The update of this is scheduled to be reported back to Council in Q1 2018.

Guiding Consistency and Standards

A large number of the Deloitte Recommendations (15 out of 18) are related to the development of corporate project management standards (framework, processes, tools and templates). PPM staff have led much of the cross-functional project process improvement work and developed corporate guidelines and tools to equip project managers.

The Project and Program Management Manual, outlines activities and project managers' responsibilities in each stage-gate within the project lifecycle as well as process flow charts, tools and templates for each stage-gate deliverable. It was developed, compiled and released in September 2017 and is now posted internally as a digital resource on the City's intranet.

Equipping Project Managers - Training and Workshops

As subject specific corporate project management standards are developed, PPM staff have been providing training sessions and facilitating workshops. Three of the project management training modules have been provided to date as below, and further training sessions are being planned for Q4 2017 and early 2018.

- Construction Project Risk Assessment: over 80 staff trained through several workshops between August 2016 and July 2017.
- Project Initiation and Budget Planning (Capital Budget 101): all departments responsible for capital budget including GPS and GPL trained in June/ July 2017.
- Procurement Process: review and clarification of procurement process (i.e. roles and responsibilities, signing authority, templates, expected timeline, etc.) including recent improvements implemented: scheduled for September 2017.

Coaching and Guidance

PPM staff are frequently requested by staff including members of City's local boards and partners, to provide coaching and guidance in various areas such as the development of business cases, project charters and risk assessments. The CPMO views this as an important part of the department services to promote the project management practices and consistency across the City and its partners.

Organizational Project Management Maturity

Once comprehensive corporate project management standards are in place and consistently adhered-to throughout the corporation, the organizational project management maturity level will be improved and adequately positioned to receive independent and objective audits to identify potential gaps in risk management, control and governance processes.

Contract Management Audit for capital projects was included in the 2017 Internal Audit (IA) work plan. This project, as communicated in the IA status report in September 2017, has been deferred due to resourcing issues. The CPMO and IA office are currently in discussions about the timing of this audit. Given that some of

the standards are still being rolled-out with training still to be offered, it may be best to have audits conducted later in 2018 or early 2019.

Lessons Learned and Resource Requirements

Each of the PPM projects and efforts listed in this section has taken much longer than the originally anticipated work plan timeline, as more players at different layers in the organization are invited and willing to participate. While staff's engagement level is encouraging, it is challenging to develop and implement new standards for existing active projects. In order to complete the implementation of CPMO mandate and Deloitte recommendations within the committed timeline (initial estimate 3 years) while continuing to lead and facilitate cross-functional continuous improvement efforts and move the organizational project management maturity to the next level, an expansion package for a 2-year temporary staffing position to support the department Manager, is being requested and internally reviewed for consideration to be included in the 2018 Council budget deliberation.

BPM DIVISION PROGRESS TO DATE – Leading Process Excellence

BPM provides support across the organization for continuous improvement through data analysis, process review and development, process re-engineering, change management, problem solving and business service reviews. Highlights of activities and accomplishments are included in this section.

BPM staff have been working with many departments and staff across the organization to understand the services provided, current processes and performance to support continuous improvement.

Business Service Reviews

Business Service Reviews examine the relevance, effectiveness and efficiency of City services to ensure resources are allocated to achieve the best outcomes for the City and to support long-term sustainability. Three business service reviews have been scheduled for completion in 2017 and a fourth to start, as described below.

- 2499 IT Service Desk
 - Review the processes for IT Help Desk services from intake of request to closure of ticket, to identify improvement opportunities and service level impacts.
 - Status: completed in August 2017. The final report with recommendations is being reported (IDE-17-110) in late September.
- Solid Waste Resources
 - Review the collections, waste processing and disposal services of Solid Waste Resources to inform service methods and opportunities for improvement.
 - Status: progressing well with an interim report (IDE-17-106) reported on September 18, 2017, with a final report and recommendations coming in November 2017.

- Boulevard Maintenance
 - Review of boulevard maintenance services and processes related to turf maintenance to define the service and inform service methods and opportunities for improvement.
 - Status: initial stages of planning and discovery underway, final report and recommendations target late December 2017.
- Transit Services
 - Review will look at service methods as well as improvements to the effectiveness and efficiency of the service. The review will include all critical functions of Transit including: scheduling, planning, administration, resources and service delivery
 - Status: this review is tentatively scheduled to begin once ATU negotiations are complete. The start timing may need to be adjusted, depending on the outcomes of the current service reviews and the 2018 budget process and work plan. Planned completion is expected 12 months from the start of the review.

To share the status of the business service reviews with the community, the Business Service Review quarterly report was developed and introduced in April 2017. Since then, all business service reviews have been reported quarterly through information report to Council and posted on gueph.ca for public viewing.

BPM is currently working with Asset Management to develop a service inventory. This inventory will provide a high level view of all City services to establish a baseline, which will be used to identify the services that should be reviewed, through the prioritization process.

The inventory will provide information on current services, their expected outputs and outcomes, service levels and standards, performance measures and controls, assets and resources as well as costs and revenues.

Growing a Continuous Improvement Culture

In addition to conducting business service reviews, the BPM staff support various continuous improvement activities in the corporation, the following are examples:

- HR Recruitment Process Review:
 - Recruitment refers to the process of attracting, assessing and selecting suitable candidates for jobs within an organization. The goal of this project was to review the current processes to identify possible efficiencies and improvement, risks and challenges. Information and opportunities were provided to the department late 2016.
- Workforce Planning:
 - The Policy Planning and Urban Design, and Development Planning divisions are reviewing short and long term workforce planning needs. This project, led by BPM staff, assesses current state, workforce demands and environmental impacts to develop a model/method that identifies

future organizational/workforce needs for the next two to five-year period and recommend an implementation strategy/method. Target timeline: October 2017.

- Engineering Subdivision Process Change
 - A business process review of the City's subdivision construction practices conducted in 2014/2015 identified that the current process had significant financial and service related risks. BPM staff are supporting the Engineering department with the transition to an assumption model that gives the developer responsibility to manage and administer the construction of the subdivision infrastructure, with the municipality only assuming ownership of the infrastructure upon inspection and formal acceptance, reducing risk to the City. Target completion: December 2017.

In addition, BPM staff participate in various corporate initiatives such as:

- Policy Round-table:
 - BPM staff co-led the round table that was formed with the mandate to address policy development and management. The cross functional team worked together to develop a report of recommendations and suggested path forward. The final report with recommendations was presented to Corporate Management Team in July 2017.
- Corporate Performance Management Framework (CAP initiative):
 - BPM Program Manager is part of the cross functional team to create a formal corporate performance management framework (PMF) and implementation plan to enable a consistent approach to performance monitoring and improve accountability.
- Improvement Network (CAP initiative):
 - BPM is an active member of the Innovation Network, a collaboration of improvement programs and practitioners who work together to build a culture of innovation. The network consists of the Innovation Fund, the Civic Accelerator, Business Process Management, Round Tables and the Guelph Lab. The network aims to provide learning opportunities, problem-solving expertise and peer-to-peer support.

Facilitating Innovation and Best Practices

BPM staff support internal professional development training and workshops on a number of subjects, including:

- Problem-Solving 101: This class was offered as part of the Fall Improvement Series in 2016 and reviews effective problem solving and decision making skills.
- Process Mapping: Upon request BPM staff provide process mapping support through workshops or training sessions.

- Risk Assessment (non-construction): Facilitation for workshops and/or training for risk assessment is provided by BPM staff upon request. To date, five sessions were offered based on requests.

Lessons Learned and Resource Requirements

The business service review pilots evaluate not only the services but the processes and methodologies of the framework, to identify areas of improvement. Business service reviews can have many outcomes. During the pilot reviews, it was apparent that there are many preconceived thoughts about what a service review is and what the outcomes should be. Continuous education regarding the service review process and ongoing communications about the service review status is key to prevent these preconceived opinions. In addition, the pilot reviews, have identified that large and complex reviews may require access to expertise external to City staff and resources. To reflect these lessons learned and to ensure sufficient funding to take on complex or large scope service reviews, an expansion package to increase the consulting fees within the CPMO operating budget is being requested and internally reviewed for consideration in the proposed 2018 budget.

SUMMARY

Both divisions, Project & Program Management and Business Process Management of the Corporate Project Management Office, are still in the start-up stage and are making good progress, while leveraging tools, resources, staff and lessons learned between the divisions. The fundamental principles of the departmental work aim for organizational capacity and capability improvement through corporate standard development and risk management of projects and processes by promoting a culture of continuous improvement and collaborative participation. To date, through cross-functional collaborative efforts, many accomplishments have been made to develop new corporate standards by incorporating significant continuous improvements and the culture of continuous improvement is growing across the organization.

Financial Implications

There are no financial implications with respect to receipt of this report. Any additional resource requirements to continue to deliver the CPMO mandate, to implement Deloitte's recommendations, and to reflect the service review pilot learning are subject to Council's deliberation of the proposed 2018 budget.

Consultations

Finance
Internal Audit
Legal, Realty and Risk Services
Health & Safety, Human Resources
Facilities Management
Business Development and Enterprise
Executive Team

Corporate Administrative Plan

Overarching Goals

Service Excellence
Innovation

Service Area Operational Work Plans

Our Services - Municipal services that make lives better
Our People- Building a great community together
Our Resources - A solid foundation for a growing city

Attachments

ATT-1 Deloitte Recommendations – Implementation Progress
ATT-2 Complex Capital Projects Committee
ATT-3 Downtown Implementation Strategy Portfolio Map

Report Author

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A handwritten signature in blue ink, appearing to read 'Scott Stewart', is written over a horizontal line.

Approved and Recommended By

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Deloitte's 18 Recommendations - Implementation Status (as of Sep. 2017)

✓ complete ■ in progress ○ not started ◆ not active

Deloitte Recommendations (Verbatim)		Status	Progress to Date (as of Sep 2017)	Next Steps	Target Start	Target End
Key Recommendations	1	Develop and implement a Capital Projects portfolio management framework that identifies projects as Tier 1, 2 or 3 based on their risk and complexity profile.	✓	Capital Project Portfolio Framework developed with criteria (cost, risk, complexity, partnership, etc.) further refined and rolled-out with staff training.		
	2	Establish a Project Management Office that will specify standards, guidelines and principles for the delivery of Capital Projects, along with implementing governance and decision support requirements for each category of project Tier at each stage of the project lifecycle.	■	Corporate PMO created and is going through its start-up stage. Stage-gate project management standards and guidelines including governance and decision support requirements for Tier-1 developed.	Tier-2/3 requirements, scaled-down processes and templates to be discussed and developed.	Q1-2018 Q4-2018
	3	Develop and implement a formal risk management approach that is scalable to project Tier and aligned with a key milestone/multiple decision point framework (known as stage-gates), framework, business case requirements and corporate enterprise risk management program.	■	Construction Project Risk Assessment Tool developed training / workshops provided to staff. The risk assessment practices need to be further operationalized so that the developed risk registers stay active and revisited/updated.	Develop a process to monitor risk registers during the project. Tier-1 risk registers to be compiled to identify opportunities for lessons learned and future risk mitigation.	Q2-2018 Q3-2018
Recommendations	4	Review use of Health and Safety documentation on capital projects with the goal of ensuring there are no gaps.	✓	Contract Safety Administrative Program, a new corporate program designed to ensure contractor companies working on behalf of the City of Guelph have acceptable safety management systems in place, and follow applicable legislation, codes and standards.	Training sessions provisionally booked for October/November. Formal roll-out by end of the year.	Q4-2017 Q4-2017
	5	Continue to develop elements of the Project Management Centre of Excellence that are appropriate for the 3 Tiers of projects (i.e. process, PM training and reporting requirements)	■	Immediate focus on Tier-1 projects. Governance process, R&R, change control processes and monthly / quarterly reporting framework developed. Topic specific training started.	Continue to offer stage-gate topic specific training modules. Once all topics are offered, ongoing training (i.e. one topic a month) to be offered throughout the year.	Q3-2017 ongoing
	6	Establish audit coverage based on risk - i.e. all Tier 1 and selected Tier 2 projects and sampling of Tier 3 projects. Clearly define the role for Internal Audit in the overall project governance plan with a focus on assisting with improving the delivery of Capital Projects.	○	Internal Audit (IA) annual work plan is a risk based plan. Capital projects are considered as part of the development of the internal audit annual work plan.	Contract Management Audit on Tier-1 project - timing TBD	late 2018 2019
	7	Develop and implement reporting requirements, including templates and timelines, which is scalable according to the project Tier.	■	Tier-1 reporting framework developed. Monthly internal reporting and quarterly external reporting in place. Currently reviewing the use by PMs and adjustments to template being considered.	Adjust the templates as required.	Q4-2017 Q4-2017
	8	Conduct training for all personnel who are involved in Capital Projects delivery to build a greater understanding of project risk management.	■	Construction Project Risk Assessment Tool developed based on ERM framework. Training and workshops provided on how to conduct Risk Assessment and to develop a Risk Register. Further training is required to use Risk Register as part of ongoing tool throughout the project lifecycle to build a greater understanding of risk management.	Project risk management phase 2 to be developed and offered.	Q2-2018 Q3-2018
	9	Integrate resource management as part of a stage-gate process, including incorporating an initial resource plan in the Business Case.	■	Tier-1 project resource requirements (Exec sponsor, steering committee, project team) developed and implemented. Resource requirement identification incorporated into the Business Case and Project Charter templates.	Further discussions required for resource optimization for Tier-1 projects as well as Tier-2 projects.	Q1-2018 Q2-2018
	10	Develop and implement a model (e.g. centralized or decentralized) to deliver the portfolio of projects. This includes enhancement of the project management capability and capacity of the organization.	■	Facility Mgmt department is establishing a centralized model for facility construction projects and Engineering has an existing structure to deliver linear construction projects. IT has a centralized structure to deliver IT projects. Corporate PMO is centralized to coordinate Tier-1 portfolio dashboard and external reporting.	Revisit this model with new standards.	2019 2019
	11	Develop and implement a stage-gate process which incorporates a comprehensive, scalable scope and change management program.	■	Change authorization responsibility matrix and change-order process flow for Tier-1 developed. Enforcement process not yet in place. Scalable process for other tiers need to be developed.	Incorporate City's change management templates into the consultant agreement. Monitor and evaluate compliance as part of vendor perf evaluation process.	Q4-2017 Q2-2018
	12	Develop and implement a robust change management process to manage changes that may lead to cost and schedule overruns and other stakeholder impacts.	■	Change-order tracking and reporting for potential cost overruns in place. The same tracking and reporting rigour is not in place for potential schedule delays and stakeholder impacts.	To be developed and implemented with training.	Q2-2018 Q4-2018
	13	Develop and implement a schedule management process that is integrated with cost, change and risk management, and can be scaled to project Tiers.	■	Developing and adding Earned Value analysis to integrate schedule management (work completion) with cost status. Not yet integrated with change and risk.		Q2-2018 Q4-2018
	14	Develop and implement cost management tools, templates and reporting requirements that are scalable based on the project Tier.	■	Tier-1 monthly budget tracking process and template develop and in place. New process for project initiation / budget planning developed and rolled-out with "Capital Budget 101" training.	Develop Cash-flow forecast and budget variance reporting requirements and templates with Finance and roll-out with training.	Q4-2017 Q1-2018
	15	Develop and implement a commissioning process to validate requirements and facilitate the transition to operations.	○		With VRRC reno project lessons learned/close-out process, establish a transition/hand-over process.	Q4-2017 Q1-2018
	16	Develop and implement formal Quality Assurance and Quality Control procedures.	○		To be developed and implemented with training.	Q3-2018 Q4-2018
	17	Develop and implement an issue escalation process, which includes early engagement of legal resources for potential disputes.	■	Legal represented in all Tier-1 project teams as well as the Complex Capital Projects Committee. Early issue escalation process not formally established.	Work with Legal to develop issue escalation process / dispute resolution process and conduct training.	Q3-2018 Q4-2018
	18	Develop and implement document archiving requirements, including lessons learned for Capital Projects	■	Project document management standards developed and Tier-1 project documents being housed centrally on shared network drive project folder. Archiving and lessons learned process to be developed.	Develop archiving and lessons learned process. Revamp the project document management standards when Contract Management Software (EDMS upgrade) is rolled-out.	TBD TBD

Complex Capital Projects Committee

Accomplishing great things, together

100+ capital projects
 \$260M categorized into tiers 1, 2 and 3



80 staff trained to assess construction project risk




100% of 2017 engineering construction projects have risk assessments



12 transparent quarterly reports for all tier 1 projects on guelph.ca



5 subcommittees to:

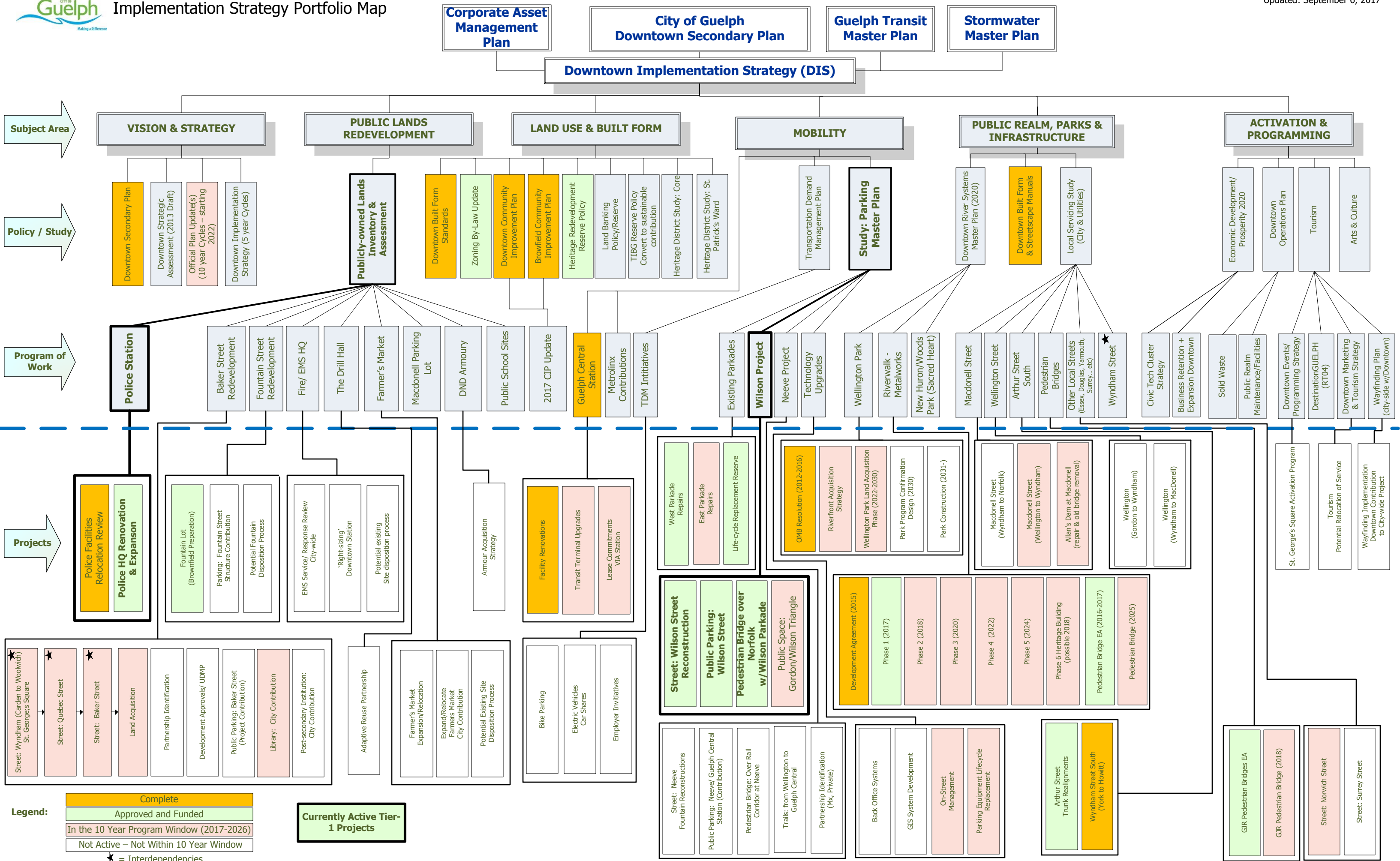
Overhaul all construction contracts

Improve vendor performance evaluation

Institute contract management software

Develop competitive procurement process SOP

Create contractor safety program



Subject Area

Policy / Study

Program of Work

Projects

Legend:

- Complete
- Approved and Funded
- In the 10 Year Program Window (2017-2026)
- Not Active – Not Within 10 Year Window
- ★ = Interdependencies