

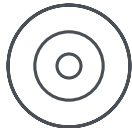






Green Line LRT Quarterly Progress Report Card

Colour Ratings: █ Controlled █ Needs attention █ Requires immediate attention

Five Focus Areas	Q4 2018 (Oct–Dec)	Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)	Q4 2019 (Oct–Dec)
	Key Deliverables	Key Deliverables	Key Deliverables	Key Deliverables	Key Deliverables
 <p>Leadership</p> <ul style="list-style-type: none"> • Vision, mission and values • Organizational culture • Capability, capacity and competence • Management of Change • Communications • Soft Controls 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Posted position for GL Managing Director <input checked="" type="checkbox"/> Established the Vision and Mission <input checked="" type="checkbox"/> Established Project Team ground rules <input checked="" type="checkbox"/> Completed first series of Change Management sessions 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Interviewed candidates for GL Managing Director position <input checked="" type="checkbox"/> Ongoing Change Management program 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Onboarding of new GL Managing Director <input checked="" type="checkbox"/> Ongoing Change Management program <input type="checkbox"/> Finalize Project Management Plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize and implement the Project Management Plan <input type="checkbox"/> Conduct a Project skills assessment <input type="checkbox"/> Develop staffing plan and recruitment strategy 	
 <p>Governance</p> <ul style="list-style-type: none"> • Oversight • Decision, Authority & Escalation Protocols • Organizational Design (and Roles & Responsibilities) • Reporting/Line of Sight • Performance Management 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed process to evaluate governance and reporting 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed review of organizational structure and team skills assessment <input checked="" type="checkbox"/> Governance review <input checked="" type="checkbox"/> Developed an escalation and decision-making framework <input checked="" type="checkbox"/> Developed Project Report Card and overall Project Gap Analysis tool 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Organize Project Team <input checked="" type="checkbox"/> Development of project Quarterly Status Report <input checked="" type="checkbox"/> Project Governance and Terms of Reference agreed 	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize and implement Project-level governance controls (e.g. delegation of authority, escalation protocols) <input type="checkbox"/> Finalize and implement Project Charter <input type="checkbox"/> Operationalize Technical and Risk Committee 	
 <p>Commercial</p> <ul style="list-style-type: none"> • Contract Strategy • Contract Development • Supply Chain & Markets • Risk Management • Finance & Funding 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed the contracting strategy <input checked="" type="checkbox"/> Developed a Risk Management Plan 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Finalized agreements between The City and Canadian Pacific <input checked="" type="checkbox"/> Ultimate Recipient Agreement signed <input checked="" type="checkbox"/> RFQ for LRV released <input checked="" type="checkbox"/> Finalized industry notification of Enmax Power Services Corporation 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Finalize supplemental contracts strategy <input checked="" type="checkbox"/> Project risk strategy defined <input type="checkbox"/> Finalization of comprehensive Risk Management Plan <input type="checkbox"/> Release main contract RFQ 	<ul style="list-style-type: none"> <input type="checkbox"/> Finalization of comprehensive Risk Management Plan <input type="checkbox"/> Develop functional inputs to Project Agreement – including key commercial terms <input type="checkbox"/> Request for Proposals for Utility Contract Manager released, closed and awarded <input type="checkbox"/> Identify and onboard Constructability Advisors 	
 <p>Stakeholder</p> <ul style="list-style-type: none"> • Government Relations • Indigenous Relations • Community/Public Engagement • Internal Stakeholders 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Held meetings with Indigenous groups/communities <input checked="" type="checkbox"/> Enabling Works engagement <input checked="" type="checkbox"/> Developed a Market Research Project 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Community Stakeholder engagement and communication <input checked="" type="checkbox"/> Developed draft internal and external Communications Plan <input checked="" type="checkbox"/> Design Talks partnership for an International Ideas competition <input checked="" type="checkbox"/> Presentation to Calgary Construction Association 	<ul style="list-style-type: none"> <input type="checkbox"/> Development of Global Indigenous Plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop Project stakeholder management plans <input type="checkbox"/> Coordinate support from corporate functions 	
 <p>Technical</p> <ul style="list-style-type: none"> • Engineering & Construction Management • Properties Management • Budget • Schedule • Project Controls • Technology Systems & Processes • Environmental, Safety, Regulatory, Quality, & Compliance 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed a Project Execution Plan <input checked="" type="checkbox"/> Enabling Works: 78 Avenue, CN/Highfield, utility relocations <input checked="" type="checkbox"/> Approved City Shaping Implementation Strategy <input checked="" type="checkbox"/> TOD Symposium 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Single-Bore Tunnel Analysis Underway <input checked="" type="checkbox"/> Adoption of the Envision Sustainability Management System <input checked="" type="checkbox"/> Development of an Integrated Schedule <input checked="" type="checkbox"/> Railway Gardens Notice of Motion Explorative Informal Steering Committee Meetings <input checked="" type="checkbox"/> TOD Implementation Strategy development 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Finalize the Single Bore Tunnel Design Analysis <input checked="" type="checkbox"/> Finalization of Project Controls strategy 	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize scope re-evaluation <input type="checkbox"/> Develop an integrated Project schedule <input type="checkbox"/> Develop Project Controls plans and processes <input type="checkbox"/> Develop Project information and systems strategy <input type="checkbox"/> Develop and implement required technical management plans 	