

The word "Calgary" in white sans-serif font on a red rectangular background.

Calgary

A night-time photograph of a large, ornate clock tower with a pointed roof, illuminated by warm lights. The tower is the central focus of the background image.

# Green Line Committee

## Green Line – Project Readiness Report

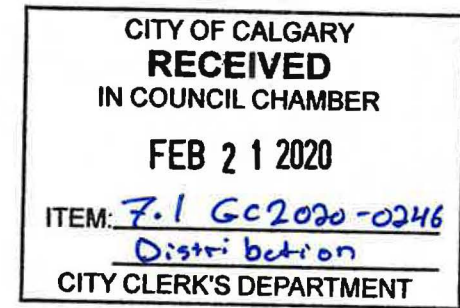
GC2020-0246

2020 February 21

ISC: UNRESTRICTED



## Meeting Objectives



- Introduce the Readiness Plan
- Discuss the Q4 program update

TRC was asked to conduct a deliverability review:

- Assessment of the various program elements required to deliver a complex megaproject
- Conducted review in September 2019 through to January 2020



## TRC Goals

- Assess status of overall Green Line program management
- Identify critical gaps
- Engage the team to develop a readiness plan



- The Program processes, procedures, and staff with the required project experience and other required elements are not currently in place to provide successful delivery of the Program;
- Successful delivery is defined as a Program that meets or surpasses the Program objectives including safety, budget, schedule and quality;
- The Readiness Plan if well implemented would place the Program on a strong trajectory towards success.

Steps undertaken to complete the review included:

- Review of key project management documentation;
- Interviews and discussions with team members;
- Development of preliminary findings;
- Validate findings;
- Presentation of findings to team members and to ESC.



## Key Deliverability Score: Required Aspects Not Fully Developed or Not Fit For Purpose

Program status: Not all of the processes, procedures and staffing are currently in place to provide successful delivery of the program;

Governance framework: The governance framework is ineffective for the delivery of a mega-program;

Business case: The business case is outdated and incomplete;

Scope: Segment 1 scope is mostly fixed. Segment 2 scope is under development;

Property acquisitions: Segment 2 awaits a final scope;

Utilities: Segment 2 awaits a final scope;

Program controls: The program controls for a \$4.903 billion program have not been established;

Technical: There is currently no Council-approved technical solution that meets the approved funding. Project Agreement documents for Segment 1 require extensive development and coordination;

Procurement: The program is not tracking the progress of the preparation of procurement documentation.

Quality Plan: The program has no quality plan;

Readiness: The program is not using a gated approved management system or readiness reviews and is proceeding in an unregulated manner; and

Stakeholder Plan: The program has work plans but does not have an overall stakeholder management plan.





## **Key Deliverability Score: Some Aspects Partly Developed and Some Still Developing**

**Program structure:** The program has selected a matrix organizational structure that is incomplete and not understood by the team;

**Enabling works:** The program needs to strengthen the management of these contracts. The program needs a stronger site presence and a renewed sense of urgency around the management of these contracts;

**Constructability:** A constructability review has been conducted on Segment 1 only; and

**Risk management:** The risk management plan needs to be refined and properly implemented to be used to inform decision making.





## **Key Deliverability Score: Aspects Fully Developed and Functioning**

Property acquisition for Segment 1: 80% complete; and

Utilities: Relocations for Segment 1 are 80 to 90% complete

- Concluded that immediate action required to ensure success and avoid failure.
- Successful delivery is a program that meets or surpasses the program objectives, including safety, budget, schedule and quality.
- The status of the Program was compared to best practice standards for mega projects.

- TRC identified actions to address deliverability gaps (including governance, organization, technical, processes/tools, culture) and ensure successful execution of Program procurement and construction stages.
- The Plan focus is on the successful completion of the set-up, planning, procurement and delivery activities required be ready to go to market.



## Readiness Plan Guiding Principles

<b>Structure</b>	Define how the Program and definition of key deliverables (including scope, procurement documents, and cost/schedule definition) will mature over time.
<b>Focus</b>	Establish a sequence and division of work that efficiently allocates resources, prioritizes activities, reduces unnecessary change, eliminates re-work.
<b>Accountability</b>	Establish transparency and ownership of activities across the Program team.
<b>Confidence</b>	Reestablish confidence in the Program and realization of the vision. Confidence from within the team as well as from The City, Council and other key stakeholders.
<b>Discipline</b>	Create discipline across the Program, reflected in the actions of every team member, to adhere to the plan and proactively support structure, focus, accountability and confidence within themselves and their peers.

## Governance and Staffing

- Implement new governance framework
- Fill vacant positions with experienced project delivery individuals

## Planning

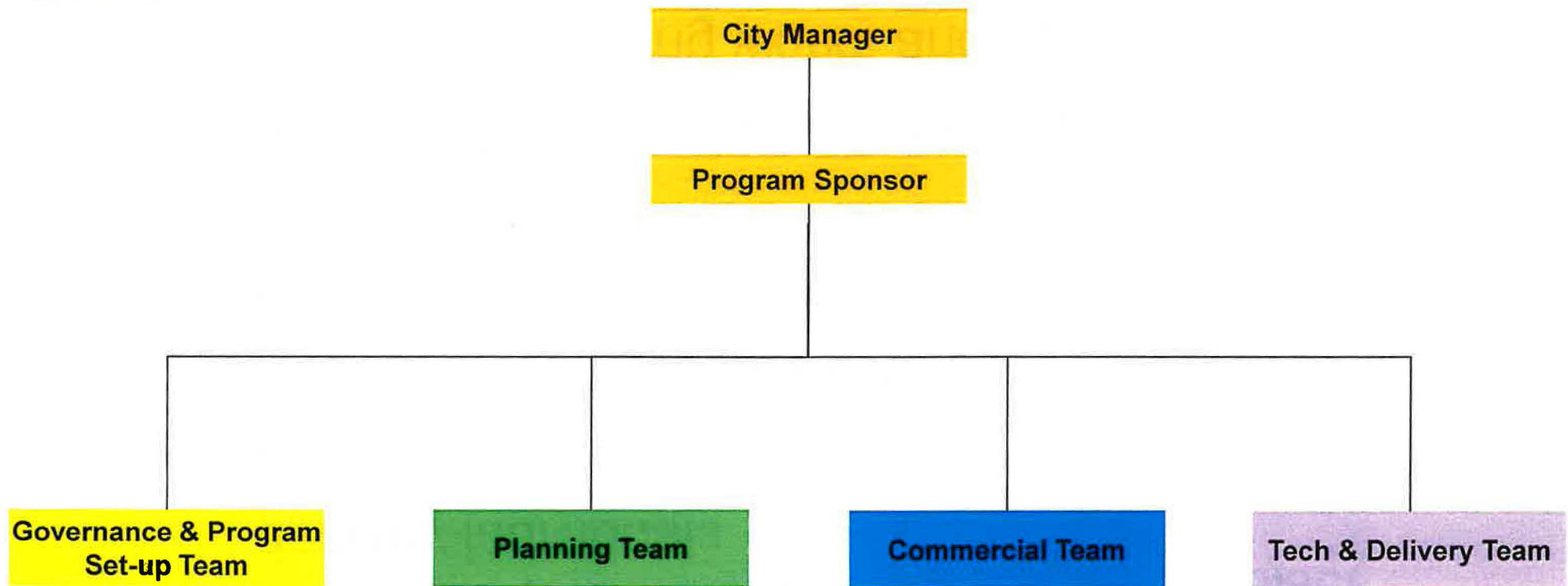
- Complete Segment 2 planning
- Update Business Case

## Delivery

- Issue RFP for Segment 1 and LRV
- Complete enabling works and commence Segment 2 utilities work



## Organization



Additional expert resources have been engaged to assist with planning, costing, risk management, controls, design and implementation





# Mapping of TRC Findings

TRC Focus Area	Readiness Plan Workstream			
	Governance & Program Set-up	Planning	Commercial	Tech & Delivery
Program Status	X			
Governance Model	X			
Business Case		X		
Program Structure	X			X
Scope		X		X
Property Acquisition				X
Utilities				X
Enabling Works				X
Program Controls	X			
Technical	X			X
Constructability				X
Procurement			X	
Quality Plan	X			
Readiness	X			
Risk Management	X			
Stakeholder Plan	X			

## Actions

Focus Area	Action Items for Successful Delivery	Status
Program Status	Develop and implement the processes and procedures required for successful delivery of the Program.	Readiness Plan developed with Stage Gate schedule including gated reviews.
Governance Framework	Revise the governance framework to provide an environment for effective and efficient delivery of the Program.	Report coming to April 17, 2020 Green Line Committee on Governance Recommendation.
Business Case	Prepare an updated business case that includes all of the missing elements.	Updated Business Case to come to March 31, 2020 Green Line Committee.
Program Structure	Implement a staffing plan to fill the vacant positions with experienced individuals with major relevant project experience.	Developed a staffing plan. Actively recruiting to fill vacant positions.



## Actions

Focus Area	Action Items for Successful Delivery	Status
Scope	Approve updated Segment 1 and 2 alignment.	Bringing forward a recommendation on March 31, 2020.
Property Acquisition	Prepare and execute a Segment 2 property acquisition plan.	Property Acquisition for Segment 2 will commence following approval of updated alignment.
Utilities	Prepare and execute a Segment 2 utility relocation plan.	Developed CM contract for Segment 2 utility relocates for finalization following approval of updated alignment.
Enabling Works	Provide additional staffing.	Retained senior leader and focused the team on delivery in 2020.



## Actions

Focus Area	Action Items for Successful Delivery	Status
Program Controls	Establish and implement a project controls environment.	Retained SMA into the project team to assist in implementing a project controls environment.
Technical	Finalize the Segment 1 Value Engineering and integrate into the RFP documents.	Value Engineering complete and final being integrated into RFP for Segment 1.
Constructability	Complete a constructability review for Segment 2.	Constructability review for Segment 2 will be finalized subsequent to approval of updated alignment.
Procurement	Implement process to track progress of the procurement documentation.	Schedule and stage gates have been developed to track and control the progress of the procurement documentation.

## Actions

Focus Area	Action Items for Successful Delivery	Status
Quality Plan	Recruit an experienced quality manager.	Recruitment process is underway.
Readiness	Develop and implement readiness reviews to be conducted before any new or major activity.	Stage Gate process developed and being implemented.
Risk Management	Implement measures to establish a risk aware culture.	Risk Manager has been retained. Have retained SMA who specialize in risk management.
Stakeholder Plan	Develop and implement a stakeholder management plan.	Combining the various stakeholder work plans into a comprehensive stakeholder management plan.





## Next Steps

- All actions are underway and are scheduled to be completed in the next four to six months.
- Stage Gate Schedule will be provided following March 31, 2020 Committee, as finalization of the Scope is critical to moving forward.





# Questions