



Green Line LRT Quarterly Progress Report Card

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

	Q1 2019 (Jan–March)	Q2 2019 (April–June)	Q3 2019 (July–Sept)	Q4 2019 (Oct–Dec)
Five Focus Areas	Key Deliverables	Key Deliverables	Key Deliverables	Key Deliverables
 Leadership	<input checked="" type="checkbox"/> Interviewed candidates for GL Managing Director position <input checked="" type="checkbox"/> Ongoing Change Management program	<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	<input checked="" type="checkbox"/> Draft the Project Management Plan <input checked="" type="checkbox"/> Organizational Chart Finalized through Construction Phase <input type="checkbox"/> Conduct a Project Skills Assessment (No longer required) <input type="checkbox"/> Develop Staffing Plan and Recruitment Strategy	<input type="checkbox"/> Internal and External Communications Plan <input type="checkbox"/> Change Management Plan <input type="checkbox"/> Implement foundational project plans to kick start shift in organizational culture
 Governance	<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	<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	<input checked="" type="checkbox"/> Finalize and implement Project level governance framework (e.g. delegation of authority, escalation protocols) <input checked="" type="checkbox"/> Draft Project Charter <input checked="" type="checkbox"/> Operationalize Technical and Risk Committee <input checked="" type="checkbox"/> Technical and Risk Committee Review RFQ before release to market ¹ <input checked="" type="checkbox"/> Technical and Risk Committee report to SPC on Transportation and Transit (Sept 18) as part of Green Line Quarterly Updates ² <input type="checkbox"/> Technical and Risk Committee to report on Deliverability of Project for first update and focus on independent review of RFQ, Project Governance and Resourcing Plan ³	<input type="checkbox"/> Governance Reporting Established <input type="checkbox"/> Develop Project Team Performance Expectations for 2020
 Commercial	<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	<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	<input checked="" type="checkbox"/> Finalization of comprehensive Risk Management Plan <input checked="" type="checkbox"/> Evaluation Strategy provided to SLT for both Project Agreements <input checked="" type="checkbox"/> Shepard RFQ Released to Market <input checked="" type="checkbox"/> LRV RFQ Proponents shortlisted <input checked="" type="checkbox"/> Updated Commercial Strategy to reflect split procurement ⁴ <input type="checkbox"/> Develop functional inputs to Project Agreement-include 1st Draft of Commercial Terms	<input type="checkbox"/> Request for Proposals for Construction Management contract released to market
 Stakeholder	<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	<input type="checkbox"/> Development of Global Indigenous Plan	<input type="checkbox"/> Develop Project Stakeholder Relations Plan <input type="checkbox"/> Coordinate Support from Corporate Functions <input type="checkbox"/> Development of Global Indigenous Relations Plan	<input type="checkbox"/> Implement and operationalize Stakeholder Relations Plan
 Technical	<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	<input checked="" type="checkbox"/> Finalize the Single Bore Tunnel Design Analysis <input checked="" type="checkbox"/> Finalization of Project Controls strategy	<input checked="" type="checkbox"/> Developed a Master Baseline Schedule <input type="checkbox"/> Finalize Scope Evaluation <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	<input type="checkbox"/> Provide update on the feasibility review of including North Pointe to 16th Ave in Stage 1 <input type="checkbox"/> Develop Project Controls Plans and Processes <input type="checkbox"/> Develop and implement required technical Management plans

Key Deliverables in response to the TT2019-0811 Alternate Recommendations

¹ Recommendation #5 Direct Administration not to release the Request for Qualifications (RFQ) to the market for Contract #1 (4 Street SE to Shepard SE) until the RFQ has been reviewed by the Green Line Technical and Risk Committee;

² Recommendation #6 Direct Administration to have the Green Line Technical and Risk Committee report to the SPC on Transportation & Transit Committee as part of the Green Line quarterly updates with respect to their independent reviews over the previous quarter

³ Recommendation #4 Direct Administration to have the Green Line Technical Risk Committee carry out an independent peer review of the following:

- I. Overall project budget and scope;
- II. Sufficiency of funding for the Project;
- III. Suitability of the proposed technical solution with respect to Contract 2;
- IV. Deliverability of the Project;

- V. Risk identification, quantification and mitigation process; and Suitability and adequacy of the governance and resourcing of the Project
- ⁴ Recommendation #1 Direct Administration to split the procurement of the Green Line Stage 1 project into multiple contracts from 16 Avenue North to 126 Avenue Southeast

⁵ Recommendation #3 Direct Administration to conduct a feasibility review of potentially including the North Pointe to 16th Ave corridor along Centre Street in Stage 1 if the 16th Ave to 4th Street corridor is not resolved by January 2020 to be included only once confirmed with our funding partners;