



Calgary

City Auditor's Office

Green Line Program Governance Follow-up Audit

June 7, 2021

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The City Auditor's Office conducted this audit in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Executive Summary

The Green Line Program is the largest infrastructure project in Calgary's history. The Program consists of two Stages - Stage 1 will consist of 20km of LRT track with 15 stations (estimated cost of \$4.9 billion¹), and will be constructed in three segments²:

- Segment 1: Elbow River to Shepard;
- Segment 2A: 2 Avenue SW station to Elbow River; and
- Segment 2B: 16 Avenue N to north of 2 Avenue SW station.

Stage 2 consists of approximately 26km of LRT track which will be constructed in the future when funding becomes available.

Given the magnitude of the Green Line Program, governance is a critical element of program execution and success.

On March 15, 2019, the City Auditor's Office issued the Green Line Project Governance Audit (AC2019-0353). The objective of the audit was to assess the effectiveness of the current governance framework and focused on governance in operation during Q4 2018. The audit resulted in two recommendations to improve the governance framework, specific to accountability, decision making and risk identification.

This is a follow-up audit assessing the effectiveness of governance implemented in response to the two recommendations raised. The objectives of this audit were to assess Green Line Program's progress implementing formalized governance structures as of February 28, 2021, and, where governance structures had yet to be finalized, evaluating the effectiveness of the interim governance structures in place to support the Program and Stage 1 Project. Our audit approach included evaluation of the governance structures in place at February 28, 2021, using guidance/criteria from the City's Corporate Project Management Framework (CPMF) and the Project Management Body of Knowledge's Standard for Program Management (PMBOK), and the completion of a self-assessment by Green Line Program Management.

Since the initial audit, Green Line Program Management have taken steps to enhance the current governance structure by aligning their processes with guidance from best practice from The City's CPMF and from PMBOK and finalizing key documents. Enhancements include establishing a Program Charter, developing a comprehensive risk management plan, and establishing the Green Line Board, an oversight board with diverse industry expertise. Finalization of the remaining key components supporting effective governance is in progress: Green Line Program Management have an action plan to finalize the governance framework by December 31, 2021 (Appendix 2). The City Auditor's office will continue to follow-up on commitments made in response to recommendation 1 included in AC2019-0353 as part of our ongoing recommendation follow-up until the action plan is complete.

Interim governance structures in place at February 28, 2021 effectively in the short-term support communication and decision making through the use of RASCI/organizational charts, meetings, and status updates, along with developing a comprehensive risk management plan.

¹ Green Line Committee (June 1, 2020) - Green Line Budget and Financing Approval (7.3)

² Combined Meeting of Council (June 15, 2020) - Green Line Update Stage 1 (7.4.3)

Green Line has made significant progress in risk management by developing a comprehensive risk management plan, refining the risk register with Program and Project risks and continuously updating risk mitigation strategies monthly. We concluded that the action plan in response to recommendation 2 in the original Green Line Project Governance Audit is completed.

1.0 Background

On January 13, 2020, Council reconfirmed the vision for the Green Line Program as “A city-shaping transit service that improves mobility in communities in north and southeast Calgary, connecting people and places and enhancing the quality of life in the city.” Council approved Administration’s Green Line construction strategy on alignment (from 16 Avenue N. to Shepard) along with changes to the construction staging³. The Green Line Program encompasses two Stages, each run as a separate Project. Green Line Stage 1 will be constructed in three segments:

- Segment 1: Elbow River to Shepard;
- Segment 2A: 2 Avenue SW station to Elbow River; and
- Segment 2B: 16 Avenue N to north of 2 Avenue SW station.

The Green Line Program is the largest infrastructure project in Calgary’s history. Stage 1 will consist of 20km of LRT track with 15 stations (estimated cost of \$4.9 billion), with construction planned to begin in late 2021. As of March 2021, The City had spent approximately \$633.8M on the Program consisting of construction, land and design, and engineering costs⁴.

Program governance has continued to evolve during 2020 and into 2021. On July 21, 2020, Council approved the Green Line governance model and creation of the Green Line Board. According to the Board chair, *“the Board’s intention is to help improve Green Line decision making, govern the speed at which the project is moving and bring in experts that will review and provide guidance to Administration on delivering megaprojects”*. The Board will govern the work of the Program team to achieve the Council-approved Program goals, budget, schedule, Program scope and alignment. Member composition consists of the City Manager and eight industry experts. Onboarding of the Board members began in January 2021 with the first official Green Line Board meeting taking place in February 2021. The Green Line board bylaw requires the Green Line Board to report into the Priorities and Finance Committee on a quarterly basis. Prior to the Green Line Board being established, the program was governed by the Green Line Executive Steering Committee, which had been comprised of members of The City’s Executive Leadership Team and the Senior Leadership Team. The mandate of current Green Line Committee, which was the council reporting route, will be updated to reflect the shift of the Green Line Committee to focus on future planning for Stage 2 of Green Line.

Given the magnitude of the Green Line Program, governance will be a critical element of program execution and success. The City’s Program Management Practices (part of the Corporate Project Management Framework) in conjunction with the Project Management Body of Knowledge’s Standard, state that Program Governance define the structure, processes and practices needed to guide the program. A program governance framework supports:

- Continuous alignment with the strategy of the organization;
- Increased efficiency and reduction of risk;
- Escalation of risks and issues to be raised to a higher level and resolved systematically, when necessary; and
- Management of issues, opportunities, complexity and competing priorities.

³ Combined Meeting of Council (June 15, 2020) – Green Line Update Stage 1 (7.4.3)

⁴ Green Line Board (May 5, 2021) – Green Line Program February 2021 Progress Report (7.1)

Good governance is critical to a program's success. Poorly defined governance structures, with overlapping roles and decision-making authority; roles filled by the wrong people, or not filled at all, can impede program delivery, and delay decision making.

This is a follow-up audit to assess the effectiveness of actions implemented in response to the 2019 Green Line Project Governance Audit (AC2019- 0353), which resulted in two recommendations, as included in Appendix 1.

The City Auditor's Office plans to conduct a series of audits on Green Line over the lifespan of the Program given its proposed complexity and significant capital budget. This is the fourth in the series of audits on Green Line Program.

2.0 Audit Objective, Scope and Approach

2.1 Audit Objective

The objectives of the audit were to:

- 1) Assess Green Line Program's progress implementing formalized governance structures as of February 28, 2021 in response to AC2019-0353, and
- 2) Evaluate the effectiveness of interim governance structures in place as of February 28, 2021 which supported the Program and Project (Stage 1).

2.2 Audit Scope

The scope of the audit included governance structures in operation as of February 28, 2021 which supported the Program and Project (Stage 1).

2.3 Audit Approach

Our audit approach included evaluation of the governance structures in place, using guidance/criteria from the City's Corporate Project Management Framework (CPMF) and the Project Management Body of Knowledge's Standard for Program Management (PMBOK).

We requested Green Line Program Management perform a self-assessment as to the implementation of formal key governance structures.

We also reviewed key interim governance documents, processes and practices utilized by the Program as of February 28, 2021.

3.0 Results

Since the initial Green Line Governance audit (AC2019-0353), reported to Audit Committee in March 2019, Green Line Program Management have taken steps to enhance the current governance structure by aligning their processes with guidance from best practice from The City's CPMF and from PMBOK, and finalizing key documents.

Key areas of enhancement include:

- Establishing a Program Charter;
- Continuing to formalize the Program and Project Organizational Chart;
- Monitoring risk on an ongoing basis at a Program and Project level;
- Developing a comprehensive risk management plan; and
- Establishing and onboarding an oversight board with diverse industry expertise.

Through these efforts, we concluded that the action plan in response to AC2019-0353 recommendation 2 (Appendix 1), which entailed performing a reassessment of risk, has been implemented. As of February 28, 2021, Green Line Program Management continue to implement a formalized governance structure, and a number of key governance documents were in progress (draft). Management has communicated an action plan (Appendix 2) to complete the draft documents by December 31, 2021, which will conclude their implementation of their original action plan in response to recommendation 1 from AC 2019-0353 (Appendix 1).

We concluded that the interim governance structures in place at February 28, 2021 effectively support communication and decision making in the short term using RASCI/organizational charts, and also support effective risk management through the development of a comprehensive risk management plan.

As part of our audit approach, we identified components of governance best practices (from CPMF and PMBOK) and requested Green Line Management to perform a self-assessment as to the implementation status of key governance documents.

The table below provides a snapshot from Green Line Management on the current status of key governance documents as of February 28, 2021:

Components	% Completion at 31 February 28, 2021	Commentary	Estimated Completion Date
Workstream 1: Recommendation 1 (Organization, Structure, Roles, and Staffing)			
Organizational Chart	90%	Green Line working with various recruiting firms to fill senior positions	30-Sep-21
Project RASCI Chart (Stage 1)	75%	RASCI chart for Segment 1 is in progress	30-Sep-21
Workstream 2: Recommendation 1 (Governance Framework)			
Program Charter	75%	Currently undergoing final review and outcome from Provincial review	31-Dec-21
Program Governance Plan	25%	Currently utilizing terms of references, as a stand-alone Governance Plan is not yet completed and outcome from Provincial review	31-Dec-21
Terms of References: – Green Line Board – Green Line Committee – Executive Steering Committee – Technical & Risk Committee	90%	Terms of references created for key governing bodies, board sub-committee terms of reference in progress	30-Sep-21
Program Schedule Management Plan	75%	Plan is being circulated for quality assurance and internal review	30-Sep-21
KPI's established (Program/Project)	10%	Preliminary scan of key metrics completed, input from key stakeholders and outcome from Provincial review	31-Dec-21
Program Quality Management Plan	50%	Establishing key dates and milestones, current construction limited to enabling works, which is being monitored by the Senior Quality Manager	30-Sep-21
Program Stakeholder Engagement Plan	25%	Implementing a Customer Relationship Management (CRM) system	30-Sep-21
Program Communications Plan	50%	Stakeholder mapping and defining Program KPI	30-Sep-21
Program Change Management Plan	75%	Establishing Program and Project thresholds and updating roles and responsibilities	30-Sep-21
Workstream 3: Recommendation 1 (Risk and Issues Management)			
Program Risk Management Plan	90%	Plan is going through a final review, including review by the new Board	30-Sep-21
Risk Registry (Program/Project)	90%	Completed at the Program and Project level, along with monthly updates on mitigation plans	30-Sep-21
Issues Log and Action Log (Program/Project)	75%	Utilizing a issues and decision dashboard at the Project level, currently working on similar dashboard at the Program level	30-Sep-21

Legend – Green shading: completion ≥ 75%, Yellow shading: completion < 75%

Details of the results below are set out under the following headings based on the original management action plans provided in response to the two recommendations in AC2019-0353 (Appendix 1):

- Organization Structure, Roles and Staffing (recommendation 1, workstream 1);
- Governance Framework (recommendation 1, workstream 2);
- Risk and Issue Management (recommendation 1, workstream 3); and
- Reassessment of Program Risk (recommendation 2).

All results reflect structures and documentation in operation as of February 28, 2021.

3.1 Organizational Structure, Roles and Staffing

Our review of key governance documents indicated that Green Line Program Management had made progress formalizing the Program's organization structure, including documented roles and responsibilities. As set out in their self-assessment (see Section 3.0) the Organizational Chart was 90% complete as of February 28, 2021 and the RASCI (Responsible, Accountable, Support, Consulted, Informed) Chart 75% complete. Green Line Program Management indicated that additional work will be completed during 2021 to finalize these documents and ensure that roles and responsibilities are clearly understood.

We reviewed key documents to assess if roles and responsibilities were clearly understood in the interim, and supported effective communication and decision making at the program and project level. To assign and communicate roles and responsibilities Green Line utilized RASCI charts organizational charts and assigned delegation of authority documents.

We reviewed the interim Green Line Organizational Chart for the Program and Project (Stage 1). The chart included functional teams and distinguished roles at the segment and functional level, including lines of relationship, employee positions and vacant positions. The City's Corporate Project Management Framework highlights that vacant positions not filled may impede Program delivery. The most significant vacant position was the Program Director. Green Line Management indicated they were working with a recruitment firm to fill the position, and in the interim, the General Manager is filling the role as acting Program Director. General Manager position changed to Chief Executive Officer (CEO) and Program Director changed to Chief Operating Officer (COO). Delegation of Authority (Bylaw 43M99) became effective May 12, 2020 and outlines exercise powers within the City of Calgary and approval thresholds. The Green Line Board (21M2020) Bylaw approved by council on July 21, 2020, established the governance model and creation of the Green Line Board, and proxy delegation of authority from Council to the Board.

RASCI charts for Segment 2 construction were completed, key tasks were identified at the functional level and mapped to the respective responsibility owners. Segment 1 RASCI charts were in progress as Green Line Program Management were in the process of identifying all required tasks and position within the segment. Part of the delay for Segment 1 was attributed to finalizing the scope of the work, including input from the Province, which is ongoing as of April 2021 and not yet resolved. A staffing plan was also being finalized that will identify future roles, document job descriptions and timeline to fill positions. Detailed job descriptions for some functional roles were also in progress.

In the interim, while organizational structures and supporting staffing documentation continue to be finalized, to ensure staff know what they are expected to deliver and prioritize, supervisors were in frequent communication with staff via weekly/bi-weekly meetings at functional levels, along with weekly scrums hosted with all Green Line Program staff. The General Manager meets with all Green Line Directors on a weekly basis, formalized with agendas and minutes. We also reviewed the onboarding package of a new hire and noted the presentation included specific slides to illustrate individual expectations of the new hire, which were based on input from their supervisor. We interviewed a sample of three Green Line staff on their roles and responsibilities. These interviews with staff indicated they understood their roles and responsibilities and what they are expected to deliver, which provides assurance regarding the effectiveness of the interim roles and staffing governance processes.

3.2 Governance Framework

In their management response to AC2019-0353 recommendation 1, Green Line Program Management indicated that they would redevelop the governance framework (workstream 2 of their response, see Appendix 1). Our review of key components of the governance framework indicated that Green Line Program Management have made progress developing a Governance Framework, and further enhancements and finalization of documents and supporting processes are in progress and expected to be complete by year-end. In conducting our review of workstream 2, we determined if the current governance framework supports effective decision-making by reviewing the Program Charter, Program Governance Plan, Program Stakeholder Plan, Program Change and Quality Management Plans, and understanding what KPIs (key performance indicators) had been established for the Program and Project. Green Line Program Management indicated (see self-assessment, Section 3.0) that key documents underpinning the governance framework were anywhere between 10% and 90% complete as of February 28, 2021.

We reviewed the Program Charter against guidance from PMBOK and although the Charter was undergoing a final review (draft), contents of the Charter were consistent with guidance from PMBOK. The Charter included the Program scope, set goals and objectives as directed by Council for their vision of Green Line, identified key stakeholders, validated Program risks and outlined the roles and responsibilities of Green Line's senior management.

The Program Governance Framework Plan supports effective governance by documenting the systems and methods used to monitor, manage and support a Program. Key components of the Plan include defining roles and responsibilities and outlining planned governance meetings. Green Line Program Management indicated that the Plan was 25% complete (see self-assessment, Section 3.0) and was expected to be complete by December 31, 2021. In the interim, Green Line are relying on various terms of references to guide decision making - in particular, the new Board bylaw and most recently announcing the creation of three sub-committees to assist the Board achieve its mandate.

Green Line Program Management indicated they are working on establishing KPIs at the Program and Project level. Preliminary scan of key metrics was completed with finalization of KPI's expected to occur by December 31, 2021. Current construction is limited to enabling works, and Green Line is utilizing weekly reporting to monitor the enabling works budget, which includes weekly burn rate reports. We reviewed the weekly burn rate report for the

week of February 8, 2021 and noted the report categorized costs, including at the functional levels.

Quality over the enabling works is monitored by the Senior Quality Manager. Green Line Program Management are developing a Program Quality Management Plan; the scope of the plan includes establishing project compliance during the design and construction. The plan will provide staff and retained consultants with a guide to the safety, health and regulatory, environmental and quality management systems requirements to be fulfilled by contractors, subcontractors and suppliers.

Green Line Program Management are implementing a Customer Relationship Management (CRM) system to track all touch points with stakeholders and facilitate mass communication to a variety of stakeholders. To date, 5000 stakeholders have been mapped in the CRM system and anticipated full rollout is by Q3 2021. A Program stakeholder engagement plan is also in development which will provide an overarching framework for managing stakeholder engagement. Stakeholders can request to be added to an e-mail distribution list to receive Green Line updates by submitting a request on-line. Green Line Program Management completed a communications plan for Segment 2 and is currently working on the Segment 1 communications strategy. The completed communication plans for stage 1 will provide the framework to guide continuous up to date communication and project updates to keep stakeholders informed and engaged.

Program and Project changes are tracked via a construction project management software. Each change is tracked with supporting documentation and includes the approval status. Green Line Program Management are also working on a Change Management Plan which is about 75% complete (self-assessment, see Section 3.0). The plan will provide a formal framework to identify, assess, approve, track change costs, schedules and outline responsibilities of the Green Line leadership team with respect to change management, in particular: threshold approvals and assigned owners. The Stage 1 Project delivery team is the current owner of change management log, however as vacant roles are filled, the project management software assigned roles will be updated to reflect approval delegation.

Interview results from Green Line staff indicated they received timely status updates on the Project and were able to communicate upwards via many channels. Interviewees indicated there was a lack of formal oversight with respect to governance, however, they indicated they felt that the formation of the new Board addresses the concern and improves Program oversight.

3.3 Risk and Issue Management

In their management response to AC2019-0353 recommendation 1, Green Line Program Management indicated that their third workstream of work would be focused on risk and issue management (see Appendix 1). Our audit results confirmed that the current risk management plan supports effective risk management. Since the initial Green Line Governance audit, Green Line Program Management have made improvements to Green Line's risk management processes by developing a comprehensive risk management plan that aligns with the goals and strategy of Green Line.

We assessed whether the current risk management plan supports effective risk management. In their self-assessment (Section 3.0) Green Line Program Management indicated that as of or

at February 28, 2021, the Risk Management Plan and Risk Registry were both 90% complete, and the Issues Log and Action Log were 75% complete.

We reviewed the Risk Management Plan which included defined program risk thresholds, a risk quantification matrix utilizing Monte Carlo simulation and an initial risk assessment along with risk management objectives; a risk response strategy by risk level categories was included, the plan identified risk updating as one of the most important components of risk management on a project. Green Line Program Management indicated the plan is going through a final review, including review by the new Board as they onboard and get up to speed on the Project. Although in draft form, the Risk Management Plan mirrored best practice guidance from PMBOK.

Green Line Program Management provided an updated risk register, incorporating Program and Project risks, including identified risks, risk ratings, and mitigation strategy. Each month the Risk Manager follows up with the risk owner(s)/group to provide an update on the mitigation strategy. An executive risk dashboard is utilized that includes critical risks to provide a high-level summary.

For issues management Green Line Program Management have created an issues and decision dashboard to track and manage issues that arise in the project and prioritize a response to them. The dashboard includes issue owner, description and comments speaking to mitigation, and categorizes the issue as high/low impact. The Stage 1 Project delivery team is the current owner of the issue log and request weekly status updates from issue owners. Green Line Program Management are currently creating similar issues log dashboard to centralize the Program issues, as in the interim, these issues are dealt with as standing items during weekly meetings with Green Line Directors and General Manager.

Lastly, we interviewed three Green Line staff to get their views on the current risk and issues management process. Participants indicated the risk process as one of the most mature aspects of the governance framework and agreed that risks/issues were dealt with on a timely basis.

3.4 Reassessment of Program Risk

AC2019-0353 recommendation 2 (Appendix 1) focused on performing a reassessment of risk to identifying underlying or previously unknown risks and incorporate into on-going risk management. In response to this recommendation, Green Line Program Management provided an action plan committing to a workshop, and on-going monitoring of risk.

Green Line's new Risk Management Plan infers risk updating as one of the most important components of risk management on a project. Mitigation plans must be regularly tracked and updated to ensure risks are being managed appropriately. We reviewed risk mitigation reports for the months of December 2020 and January 2021. The reports included the latest progress update and history of all updates organized from most recent to least. Finally, the mitigation update reports are incorporated to the risk register.

Furthermore, the Green Line risk manager held risk workshops with staff to assist with risk identification, ranking and quantification of risks. We viewed meeting invites for risk workshops held during December 2020 for Segment 2 risk workshops. Since the initial Green Line Project Governance Audit (AC2019-0353), new emerging risks were identified by Green

Line Program Management and staff and included in the risk register to triage (e.g. Provincial Review, Governance and Vacancies risk). Through these efforts, we conclude that Green Line Program Management have implemented this action plan, and our follow-up activities in relation to this recommendation are complete.

We would like to thank staff from the Green Line Program for their assistance and support throughout this audit.

Appendix 1 – AC2019-0353 Recommendations and Management Responses

Recommendation 1

The Acting Managing Director of Green Line implement an updated Project governance framework, including defined and communicated roles, responsibilities and accountabilities, accompanying project organization structure, documented decision-making framework, and defined risk and issues management framework that supports achievement of Project objectives.

Management Response

Agreed.

Action Plan	Responsibility
<p>This recommendation is being addressed through three related work streams:</p> <p>Project organization structure, roles and staffing Work is presently underway to define the needed organization structure, roles, and staffing to deliver the project’s activities for 2019. This involves several steps, as follows:</p> <p><u>Planning and design</u> For the senior leadership positions: Revise and/or refine reporting lines, job descriptions, accountabilities, decision-making authorities. Identify the appropriate personnel to staff the senior leadership positions.</p> <p>For the project’s functional teams: Develop a RASCI chart to define roles and responsibilities as it relates to activities requiring cross-functional involvement and decision-making. Develop job descriptions defining the primary functional roles and match appropriate personnel to the positions.</p> <p><u>Implementation</u> Phased implementation will occur, starting with senior leadership and cascading to functional teams.</p>	<p><u>Lead:</u> Acting Managing Director, Green Line</p> <p><u>Support:</u> External consultant (all items); HR Business Partner (item 1); Executive Steering Committee (item 2); Senior Manager, Project Controls and Corporate Risk Leaders (item 3)</p> <p><u>Commitment Date:</u> May 3, 2019</p>

Action Plan	Responsibility
<p>Project governance framework The project’s governance framework is being redeveloped in parallel to the organization design work. This has involved interviews with key, senior corporate stakeholders, undertaken in early Q1 2019. A workshop with the Executive Steering Committee is scheduled for late February 2019 to refine the Terms of Reference for the project’s governing roles and bodies.</p> <p>The governance framework and supporting Terms of References will identify decision-making and risk and issues management authorities at the project and oversight levels and will be implemented through a systematic process.</p> <p>Risk and issues management The project is currently undertaking a review of its approach to risk and issues management, including its Risk Register. An integrated risk and issues management framework that supports the needs of the project and that is aligned with City standards, is being developed. This involves several steps, as follows:</p> <p><u>Risk Register</u> Assess current Risk Register content and supporting processes, practices and roles. Define end-to-end desired processes, practices and roles to maintain and use the Risk Register for value-added activities, including reporting and decision support.</p> <p><u>Overall risk management</u> In consultation with external experts and senior corporate leadership, define and design an overall risk and issues management approach aligned with the needs of the project and City standards.</p> <p><u>Implementation</u> Phased implementation will occur, starting with end-to-end Risk Register practices, and followed by the overall risk management approach.</p>	

Recommendation 2

Post project governance framework implementation, Acting Managing Director of Green Line lead a reassessment of Project risk to identify underlying or previously unknown risks, and incorporate into on-going risk management.

Management Response

Agreed.

Action Plan	Responsibility
<p>Once the detailed risk and issues management process has been created (described in item 3 in response to Recommendation 1 above), a workshop with the Project’s senior leadership team will be undertaken to take stock of all current Project risks and issues. These will be evaluated (scored – probability vs. severity), mitigation plans will be developed, and individual risks will be assigned to owners. Monitoring will continue on a biweekly basis through a regular senior leadership risk management meeting, with major risks and issues brought forward to the Project’s steering committee for regular update.</p>	<p><u>Lead</u>: Acting Managing Director, Green Line</p> <p><u>Support</u>: External consultant; Senior Manager, Project Controls</p> <p><u>Commitment Date</u>: July 12, 2019</p>

Appendix 2 – Green Line Management Action Plan: Finalization of Governance Framework (May 12, 2021)

Recommendation 1

The General Manager and Director, Business Services, Green Line implement an updated Project governance framework, including defined and communicated roles, responsibilities and accountabilities, accompanying project organization structure, documented decision-making framework, and defined risk and issues management framework that supports achievement of Project objectives.

Updated Management Response

Agreed.

Action Plan	Responsibility
<p>This recommendation is being addressed through three related work streams:</p> <p>Project organization structure, roles and staffing Work has been done to define the needed organization structure, roles, and staffing to deliver the project's activities for 2021. This involved several steps, as follows:</p> <p><u>Planning and design</u> For the senior leadership positions: Revise and/or refine reporting lines, job descriptions, accountabilities, decision-making authorities Identify the appropriate personnel to staff the senior leadership positions.</p> <p>For the project's functional teams: Develop a RASCI chart to define roles and responsibilities as it relates to activities requiring cross-functional involvement and decision-making. Develop job descriptions defining the primary functional roles and match appropriate personnel to the positions.</p> <p><u>Implementation</u> A provincial review is impacting completion of this work as changes to the procurement strategy may impact organization structure. Recruitment for several senior leadership positions are currently in progress with external recruitment firms and are anticipated to be filled by 2021 Q4. Phased implementation will occur,</p>	<p><u>Lead:</u> Director, Business Services, Green Line</p> <p><u>Support:</u> Green Line GM and Director team (all items); Program Management Office (all items); HR Business Partner (item 1); Green Line Board (item 1 – CEO and COO recruitment; item 2); Senior Manager, Project Controls and Corporate Risk Leaders (item 3)</p> <p><u>New Completion Date:</u> December 31, 2021 due to current recruitment for several senior roles as well as ongoing finalization of the results of the Provincial review.</p>

Action Plan	Responsibility
<p>starting with senior leadership and cascading to functional teams.</p> <p>Project governance framework The Green Line (GL) Board was approved as a Committee of Council in July 2020 and candidates for Board members were formally approved by Council in December 2020.</p> <p>In addition to the Board itself, the need for three sub-committees was identified (Governance & HR; Budget and Risk; and Planning) that meet on a regular basis to support the Board.</p> <p>The governance framework and supporting Terms of References identified decision-making and risk and issues management authorities at the project and oversight levels and have been implemented through a systematic process. Subsequent to onboarding the CEO and COO the governance framework and decision-making authorities will be reconfirmed and implemented.</p> <p>Risk and issues management The project has undertaken a review of its approach to risk and issues management, including its Risk Register. An integrated risk and issues management framework that supports the needs of the project and that is aligned with City standards has been developed. The risk register is a living document that will continually be updated and reassessed.</p> <p>This process involved several steps, as follows:</p> <p><u>Risk Register</u> Risk Register content and supporting processes, practices, roles was assessed and updated. Defined end-to-end desired processes, practices and roles to maintain and use the Risk Register for value-added activities, including reporting and decision support.</p> <p><u>Overall risk management</u> In consultation with external experts and senior corporate leadership, defined and designed an overall risk and issues management approach aligned with the needs of the project and City standards.</p>	

Action Plan	Responsibility
<p><u>Implementation</u> Implementation has occurred, starting with end-to-end Risk Register practices, and followed by the overall risk management approach. With the introduction of the Green Board, there will be additional review of risk management through the Budget and Risk sub-committee.</p>	