








Green Line LRT Quarterly Progress Report Card

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

Focus Areas	Q4 2018 (October–December)	Q1 2019 (January–March)	Q2 2019 (April–June)	Q3 2019 (July–September)	Q4 2019 (October–December)
	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 • Change management • Communications • ICPIs • Political management 	<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 MD position <input checked="" type="checkbox"/> Ongoing change management program <input checked="" type="checkbox"/> Developed Project Report Card and overall Project Gap Analysis tool 	<ul style="list-style-type: none"> <input type="checkbox"/> Onboarding of new GL Managing Director <input type="checkbox"/> Ongoing change management program <input type="checkbox"/> Finalize Project Execution Plan 		
 <p>Governance</p> <ul style="list-style-type: none"> • Oversight • Decision, Authority & Escalation Protocols • Organizational Design • Reporting/Line of Sight • Performance Management • Stakeholders 	<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"/> Finalize review of organizational structure and team skills assessment <input checked="" type="checkbox"/> Governance review underway <input checked="" type="checkbox"/> Development of escalation and decision-making framework 	<ul style="list-style-type: none"> <input type="checkbox"/> Organization of project team <input type="checkbox"/> Development of project dashboard and performance metrics <input type="checkbox"/> Finalization of comprehensive Risk Management Plan 		
 <p>Commercial</p> <ul style="list-style-type: none"> • Project Structure • Business Case • Contract Strategy • Procurement • Risk Management • Finance & Funding 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Development of contracting strategy underway <input checked="" type="checkbox"/> Development of Risk Management Plan underway 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Confirmation of Acceptance of the Agreements between COC and CP <input checked="" type="checkbox"/> Ultimate Recipient Agreement Signed <input checked="" type="checkbox"/> RFQ for LRV released 	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize supplemental contracts strategy <input type="checkbox"/> Release main contract RFQ <input type="checkbox"/> Finalization of Project Controls strategy 		
 <p>Stakeholder</p> <ul style="list-style-type: none"> • Governance & Regulatory • Indigenous Relations • Community/Public Engagement • Internal Stakeholders • Relationship management • Industry Relations 		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed draft internal and external communications plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Development of Global Indigenous Plan 		
 <p>Technical</p> <ul style="list-style-type: none"> • Engineering & Construction Management • Budget & Schedule • Project Controls • Technology Systems & Process • Regulatory Requirements & Permitting • Asset Management • Connectivity • TOD • City Shaping • 4Rs 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Development of Project Execution Plan underway 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Single Bore Tunnel Design Analysis Underway <input checked="" type="checkbox"/> Adoption of the Envision sustainability management system <input checked="" type="checkbox"/> Development of integrated schedule 	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize the Single Bore Tunnel Design Analysis 		