

REVISED


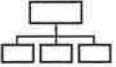



TT2019-0245
ATTACHMENT 1

2019 Q1 Green Line LRT
Quarterly Progress Report Card



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 • Change management • 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 <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"/> 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 	<ul style="list-style-type: none"> <input type="checkbox"/> Organize Project Team <input type="checkbox"/> Development of project dashboard and performance metrics 		
 <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"/> 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 type="checkbox"/> Finalize supplemental Contracts Strategy <input type="checkbox"/> Release Main Contract RFQ <input type="checkbox"/> Finalize comprehensive Risk Management Plan <input type="checkbox"/> Finalize Project Controls strategy <input type="checkbox"/> Finalize LRV RFP application 		
 <p>Stakeholder</p> <ul style="list-style-type: none"> • Governance & Regulatory • Indigenous Relations • Community/Public Engagement • Internal Stakeholders • Relationship management • Industrial Relations 	<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 type="checkbox"/> Presentation to Calgary Construction Association 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop GL Indigenous Plan <input type="checkbox"/> Customer Relationships Management <input type="checkbox"/> Ongoing discussion with impacted property owners <input type="checkbox"/> Finalize Taking Care of Business and Communities Strategy 		
 <p>Technical</p> <ul style="list-style-type: none"> • Engineering & Construction Management • Budget & Schedule • Project Controls • Technology Systems & Process • Regulatory Requirements & Permitting • Asset Management 	<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 type="checkbox"/> Finalize the Single-Bore Tunnel Analysis <input type="checkbox"/> MSF application <input type="checkbox"/> Railway Gardens Notice of Motion Scoping Report Back <input type="checkbox"/> Finalize TOD Limited-Term Developments recommendations 		

CITY OF CALGARY
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IN COUNCIL CHAMBER

MAR 20 2019

ITEM: 7.3 TT2019-0245

Att.1 Distribution

CITY CLERK'S DEPARTMENT

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