



SUBJECT: Corporate project governance and status updates

TO: Corporate Services, Strategy, Risk & Accountability Cttee.

FROM: City Manager's Office

Report Number: CM-10-20

Wards Affected: all

File Numbers: 155-03-01

Date to Committee: June 11, 2020

Date to Council: June 22, 2020

Recommendation:

Receive and file city manager's office report CM-10-20 providing an overview of the governance for corporate projects and status reports as provided in Appendix A.

PURPOSE:

Vision to Focus Alignment:

- Building more citizen engagement, community health and culture
- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

The City of Burlington has a number of projects to advance the V2F Focus Area 5: delivering customer centric services with a focus on efficiency and technology transformation. Specifically, Enterprise Resource Planning (ERP), Enterprise Asset Management Software (EAMS), Customer Relationship Management (CRM), and Business Intelligence (BI) have a corporate designation reflecting the breadth and depth of the scope of these projects and their contribution to achieving customer first approach and digital transformation.

During the February 24, 2020 Council meeting, the information technology services department report IT-01-20 provided an update on the Enterprise Resource Planning

(ERP) program. The motion to receive and file this report was unanimously amended to include the following:

- Direct the City Manager to provide the Corporate Services Strategy Risk and Accountability Committee with an overview of governance and project management structures for corporate projects, including but not limited to, Enterprise Resource Planning (ERP), Enterprise Asset Management System (EAMS), and Customer Relationship Management (CRM), Business Intelligence (BI); and
- An initial review to be brought to Committee in May 2020; and
- Direct the City Manager to provide the Corporate Services Strategy Risk and Accountability Committee with regular reporting on project status including key deliverables and timelines, risk assessments, change management plans, and readiness assessments.

Strategy/process

In response to the staff direction and in keeping with open communication and engagement, this report provides Committee and Council with insight into project governance and status reporting practices in the City of Burlington. Additionally, this report provides an update on each of the four corporate initiatives including overall status, key milestones, critical risks, and other relevant information with the goal of providing assurance that project governance is working effectively.

Project Governance

The Theory: According to *A Guide to the Project Management Body of Knowledge – PMBOK Guide*¹, project governance is “The framework, functions, and processes that guide project management activities in order to create a unique product, service, or result to meet organizational, strategic, operational goals”. The PMBOK Guide notes that governance is the framework within which authority is exercised in organizations and includes elements such as: rules, policies, procedures, norms, relationships, systems and processes.

¹ PMBOK® Guide – Sixth Edition, Project Management Institute, 2017, pp. 43-44, 715

The PMBOK Guide also notes that a “governance framework should be tailored to the organizational culture, types of projects, and the needs of the organization in order to be effective”. Above all, it must be complementary to the organization, based on the project's scope, timeline, complexity, risk, stakeholders and importance to the organization.

City of Burlington:

In Burlington, project governance has been established as a management framework within which effective project decisions are made. Concepts of the PMBOK theory are defined and addressed within the project steering committee terms of reference; while others are further addressed within project management activities.

Burlington's project steering committees ensure that the respective projects and programs achieve the intended business outcomes and that those outcomes align with the corporate vision, policies and goals. The steering committees provide leadership and direction, act as champions of change, are responsible for making key decisions and ensure effective management of project risk.

A detailed presentation will be provided at the June 11th meeting of the Corporate Services, Strategy, Risk & Accountability committee outlining the governance framework that has been established for the four corporate projects identified in this report.

Status reporting

The Theory: A project status report is a critical part of an effective project communications and management strategy to update the project team, sponsors or stakeholders. This reporting serves as part of the overall project governance supporting PMBOK theory.

The content and format of a project status report is contingent on the project manager's discussions with stakeholders (i.e. what are their interests and expectations), as well as, meeting any corporate or organizational requirements. While all stakeholders in the project require some information regarding the project's status, the level of information varies accordingly with the role of the stakeholder.

Frequency of reporting project status is a key decision made at the onset of the project and is in alignment with size and complexity of the project and stakeholders needs and expectations.

City of Burlington

This report sets the standards for status reporting for corporate projects. Key elements of these reports currently include:

- Overall project status that considers scope, budget, and schedule and where clear criteria is established to objectively assess the status within each area.
- A brief description of the project and alignment to strategic goals.
- Highlights of key achievements since the last reporting period and key tasks planned for the upcoming period.
- Highlights of critical risks and challenges that form part of the risk management plan.
- Key tasks that address communications and engagement and information related to staff resourcing.
- Links to documents or tools and other information that may be relevant based on the project status.

Status reports for each of the 4 corporate projects are attached in Appendix A of this report.

In addition to regular status reports, the project managers have worked collaboratively to develop common practices and templates for the establishment of readiness assessments, change management and communication plans, risk assessment and mitigation plans, and monitoring of key performance indicators that measure the progress in achieving strategic outcomes.

Financial Matters:

Each of the corporate projects has allocated funding sources within previously approved capital or operating budgets.

Other Resource Impacts

City staff outside of the corporate project teams are involved in the project planning and implementation (e.g. subject matter experts) for functional and technical requirements gathering, RFP assessment and evaluation, and solution implementation (including any necessary process changes).

Climate Implications

Not applicable

Engagement Matters:

During project development and implementation, city staff and key stakeholders are consulted for their input in process design and operations.

Corporate projects engage through their respective steering committees with information flowing to Burlington Leadership Team.

Status reporting will be provided to Committee and Council on a quarterly basis and as required.

Conclusion:

This report and accompanying presentation provide an overview of the current project governance and establish standards for status reporting for corporate projects (i.e. Enterprise Resource Planning (ERP), Enterprise Asset Management System (EAMS), Customer Relationship Management (CRM), and Business Intelligence (BI). Reporting on project status and governance related issues will be provided on a quarterly basis with the next update to committee planned for the fall 2020.

Respectfully submitted,

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Appendices:

- A. CM-10-20 Appendix A: Project Status reports – Enterprise Resource Planning (ERP), Enterprise Asset Management System (EAMS), Customer Relationship Management (CRM, Business Intelligence (BI)

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.