

Committee of the Whole (Working Session) Report

DATE: Wednesday, November 23, 2022

WARD(S): ALL

TITLE: OFFICE OF THE CITY MANAGER: PROJECT DELIVERY AND OVERSIGHT

FROM:

Nick Spensieri, City Manager

ACTION: FOR INFORMATION

Purpose

To introduce the Office of Transformation and Strategy (OTS) and the Program Management Office (PMO) who facilitate the strategic plan and oversight on project and programs within the organization.

Report Highlights

- The Strategic Plan is developed to align the City's priorities, people, processes and technology so that the City can deliver on our commitments for the term of Council.
- The OTS develops the Strategic Plan in conjunction with Council and senior leadership and has oversight for the key strategic activities and the business planning process, including reporting on corporate performance measures and accomplishments.
- The OTS delivers or supports strategic and enterprise-wide projects to optimize and streamline operations and enhance service delivery.
- The PMO provides oversight, advisory services and standard project management methodology and tools.
- The PMO oversees project life cycle through monitoring, reporting and controls.
- Together the PMO and the OTS ensure effective project delivery oversight, reporting and alignment to strategic and operational priorities.

Recommendation

1. That the Office of the City Manager: Project Delivery and Oversight staff report be received.

Background

The Office of Transformation and Strategy (OTS), with its current mandate, was established in 2019 as part of the Office of the City Manager portfolio. The OTS is responsible for strategic planning, business planning, the corporate performance measures program, data analytics, and business innovation and transformation projects to enhance the operational performance of the organization.

The Program Management Office (PMO) was established in 2021 as a result of the July 2019 organizational restructuring which created the new portfolio of Infrastructure Development. The PMO resided within the Infrastructure Development portfolio providing oversight and advisory services for capital assets and their lifecycle.

In January 2022, a corporate organizational restructuring positioned the PMO within the Office of the City Manager portfolio in order to consolidate project and program management to provide corporate-wide oversight.

Together the work of OTS and PMO provides strategic alignment and focus on key priorities for Council and the administration. These departments provide the necessary controls and oversight to ensure effective planning, execution, monitoring and reporting to ensure the success of the City's key initiatives. The following provides further detail regarding the mandate of OTS and PMO and how the departments work together.

Analysis

The Office of Transformation and Strategy (OTS)

The OTS was established in 2019 and is responsible for the City's Integrated Management Framework, which brings together our commitment to service excellence in strategic planning, business planning, project management, change management, corporate performance measures, innovation, and continuous business process improvements to enhance operational performance and the citizen experience. The OTS team delivers enterprise-wide projects focusing on service excellence, process and resource optimization, and service delivery modernization. Additionally, the team provides corporate-wide learning and development training and upskilling in project management, change management, process improvement, and digital literacy which helps foster a culture of innovation, continuous improvement, and data-driven decision making.

The OTS leads the development of each four-year Term of Council Service Excellence Strategic Plan that incrementally contributes towards the achievement of the Vaughan Vision and builds off the success of the previous plan to continue to align people, priorities, processes, and technology. The strategic plan outlines Vaughan's vision, mission and values and identifies key strategic activities staff will focus on to enable the execution and implementation of projects related to Council's priorities and commitment to citizens.

The OTS works with the Senior Leadership Team to ensure that an effective governance model is in place for the administration to successfully deliver on Council priorities and the key objectives and initiatives within the strategic plan. In addition, the OTS manages the business planning program for the development of departmental business plans. OTS provides the governance, oversight and reporting of the results of the strategic plan and the business planning process.

Business Planning is an annual process which is aligned to strategic objectives as well as the budgeting and prioritization processes. Business plans are developed to articulate actionable Objectives, Key Activities and Results (OKRs) at the department and functional level. The business planning and OKR methodology facilitates strategic and operational discussions within and across departments and informs the budget as well as employee performance goals. Business plans and the OKR methodology helps to ensure that we are collectively focusing efforts on the same direction, fosters employee alignment with overall goals, fosters collaboration across teams and between team members and brings greater transparency and accountability to the organization.

The Business Transformation team within OTS operates at a strategic level in collaboration with the City's Senior Leadership Team and is responsible for delivering strategic and enterprise-wide projects that focus on modernizing service delivery, improving operations and optimizing resources and processes from a project management, change management, and lean process improvement methodology lens.

The Program Management Office (PMO)

The PMO provides oversight and advisory services for the design and delivery of capital infrastructure projects and their lifecycle. When the need for a new infrastructure asset (capital, building, technology, etc.) transforms into a project, the PMO ensures that both asset and project information is gathered, analyzed, monitored, and shared with appropriate stakeholders to support evidence-based decision-making. The team ensures alignment of the project to the Strategic Plan, prioritizes capital funding, approves project changes, and provides oversight on all infrastructure and asset delivery projects using a sound project management methodology and process.

The PMO department was created in 2021 to provide a consistent approach to capital infrastructure project delivery. The PMO provides oversight, guidance, and control for adherence to standard processes. In collaboration with City departments, consultants, and our partners in Corporate and Strategic Communications – the team also informs

communication strategies to promote awareness and support vital connections with clients, stakeholders, City Council, staff, and the community. Responsibilities also include oversight and quality assurance for project communications together with standardizing project artefacts such as construction notices, newsletters and memos as well as developing and updating project webpages.

Historically, the PMO resided in the Infrastructure Development portfolio providing the same oversight and advisory services for capital assets and their lifecycle. As part of an organizational restructuring in January 2022, the Office of the City Manager consolidated project and program management to provide corporate-wide oversight.

The intentional integration of the PMO with OTS under the City Manager's oversight, envisaged that all projects and programs would consolidate oversight and reporting for all projects related to capital infrastructure, service excellence, information technology, and service improvements. Projects will be executed and managed using a homogeneous process and methodology as well as tools and templates whereby standardized and centralized reporting will provide accurate and consistent project data, information, and progress updates.

Employing a standardized methodology, tools and templates for project oversight and delivery enables transparency and consistency in project execution and progress reporting on schedule, cash flow and budget. It also provides for data analytics on achieved results, key performance indicators and benefits realization. Furthermore, this unified and centralized approach for approving and monitoring project undertakings is crucial to making the right investment and integration decisions considering the limited time, money and people resources the organization can commit.

Working Together for Performance Excellence

As annual departmental business plans are developed, key activities or projects are identified that ultimately align to the strategic priorities while also providing guidance and direction on how and when the department will action those priorities. Delivery of those key activities or projects are undertaken by each department and depending on the breath of impact, cross-departmental collaboration and integration, as well as resourcing, both OTS and the PMO can take responsibility for the oversight and/or execution of those projects.

Sound data collection and analysis are imperative to the organization's decision-making processes. As we are always trying to find the balance between reducing costs while improving the efficiency and productivity of our operations and service delivery, data and its analytics provide the information necessary to help us identify where we are exceling and where improvements can be made.

Performance measurement is an ongoing process of collecting data and key indicators that measure progress towards achieving departmental goals and objectives.

Performance measurement clarifies expectations and promotes understanding, directs

behaviour, and increases objectivity, makes performance visible and improves execution. Through the Corporate Performance Measurement program within OTS and the oversight and controls of the PMO, regular project reporting updates as well as monitoring of operations and the results being achieved, departmental business plans and OKRs can be tracked and responded to appropriately.

As the City continues its Service Excellence journey, measuring the progress of the strategic plan and its objectives and key city building initiatives is a priority. Annual progress reports are provided to Council and the community each year and include current performance measures as well as milestones and achievements.

The collaboration between OTS and PMO is instrumental in ensuring strategic alignment, departmental business planning, priority setting, and effective project and program delivery and controls. Both departments are engaged in a cycle of planning, priority setting, risk assessment and delivery to support the achievement of the City's goals and Council's priorities.

Financial Impact

N/A

Broader Regional Impacts/Considerations

N/A

Conclusion

A consolidated project management and delivery office within the Office of the City Manager portfolio offers a centralized and coordinated management hub for all projects. This creates efficiencies between projects as well as defined standards in the project management process.

These multi-disciplinary teams provide unique services to internal clients and citizens through project delivery that is responsive to community needs and service delivery expectations.

Under the City Manager's oversight and centralization, strategic objectives are better aligned, and projects can gain traction, demonstrate accountability and transparency, and ensure value for money and increased returns on investment. Together the PMO and the OTS ensure effective project delivery oversight, reporting and alignment to strategic and operational priorities.

For more information, please contact:

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Attachments

N/A

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Approved by

A handwritten signature in black ink, appearing to read 'Nick Spensieri', with a long horizontal line extending to the right.

Nick Spensieri, City Manager