Follow-up of Requirements for the Management of Large-scale Projects and Programs
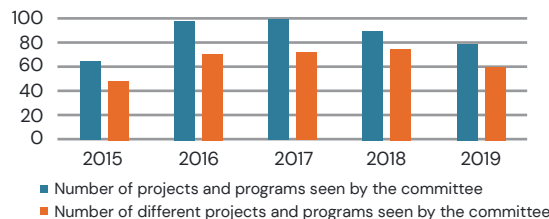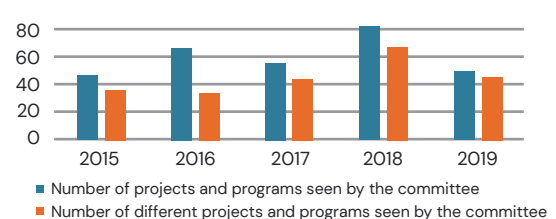
In 2010, the City created a Cadre de gouvernance des projets et des programmes de gestion d'actifs municipaux (hereinafter the "Cadre de gouvernance")[1] to guide the management of large–scale projects (hereinafter the "Projects") and programs (hereinafter the "Programs")[2] that, annually, require tens, if not hundreds, of millions of dollars in investment to be completed. The Cadre de gouvernance defines the identification criteria and establishes a process for approval by governance committees to authorize the transition of the project to the next phase of its life cycle. In 2014, to support the decision–making process, a "Dossier d'approbation de projet (DAP)" was implemented to better present all the information required for decision–making. The Bureau des projets et programmes d'immobilisations (BPPI) is mainly responsible for making this Cadre de gouvernance known and ensuring that the business units responsible for the completion of the Projects and Programs comply with it.

Number of files (projects and programs) seen by the Comité corporatif de gestion des projets et programmes d'envergure (CCGPE)

■ Number of projects and programs seen by the committee
■ Number of different projects and programs seen by the committee

Number of files (projects and programs) seen by the Comité de coordination des projets et programmes d'envergure (CCPE)

■ Number of projects and programs seen by the committee
■ Number of different projects and programs seen by the committee

Purpose of the Audit

The purpose of our audit was to ensure that the City's Projects and Programs follow the Cadre de gouvernance and requirements for obtaining the various authorizations from the governance committees to move forward through their life cycle.

Since implementation of the Cadre de gouvernance, the identification criteria for Projects and Programs have evolved and are disseminated on the BPPI Intranet. However, these do not match those in the Cadre de gouvernance, and nothing specifies which prevail. As well, the criteria in place do not allow for identification of some Programs until they have reached the completion phase. Since they were not identified in a timely manner, these Programs did not appear before the governance committees from the start of their life cycle. Although the project management approach appears to be structured, the BPPI does not seek to assure itself of this entirely. As well, it does not exercise any systematic control over the comprehensiveness of the documents produced by the business units before they are presented to the governance committees. Finally, reporting on the monitoring of Projects and Programs is not done on a regular basis to the governance committees, nor any progress report on Projects (content, budgets and timelines) based on the initial parameters.

[1] The Cadre de gouvernance was updated in 2020, following the period covered by the audit and was not the subject of this mandate.

[2] Based on the criteria established in the 2010 Cadre de gouvernance, the Projects include major urban development projects, municipal asset management projects that represent an estimated value of $10M or more in investments or that are complex or high–risk, as well as any other project identified by the administration. For their part, municipal asset management programs cover the areas of water, roads, living environments, buildings, computer services, including telecommunications, and public safety.

Main Findings

Identification of new Projects and Programs

- The BPPI publishes criteria for identifying Projects and Programs on its Intranet site that differ from those in the Cadre de gouvernance but does not formalize them or specify which ones are in effect.

- The annual identification process for new Projects and Programs does not allow for the identification of all new Programs at the start of their life cycle or ensure that they go before the governance committees.

Follow-up of Requirements in the Cadre de gouvernance and Administrative Framework for the Dossiers d'approbation de projet

- The BPPI does not seek to ensure that all Projects and Programs comply with all the requirements of its Cadre de gouvernance and administrative framework for the DAP, in particular that all of the documents are produced for the various points of transit.

- The BPPI does not systematically monitor the comprehensiveness of the documents produced by the business units before they are presented to the governance committees.

Guides, Tools and Training

- The information presented in the municipal commitments section of the DAP, i.e., sustainable development, active design and mobility, social accessibility and the smart City concept, vary from one Project to another because of a lack of precise markers of what is expected of the persons responsible in the fields of expertise.

Accountability

- The lack of precise instructions on how to fill in the quarterly tracking table has resulted in a lack of uniformity in the information presented on Projects and Programs.

- The information presented in the reports does not allow for the progress status of the Projects to be evaluated (content, budgets and timelines) based on the initial parameters.

- The information obtained during the reporting is not presented regularly to the governance committees for the purposes of discussing possible issues related to the various Projects and Programs.

- Annual follow-up on the progress of Programs at the governance committees is not done by all business units.

In addition to these results, we have formulated various recommendations to the business units that are presented in the following pages. These business units were given the opportunity to agree to the recommendations.