

Objectives

Previous Board Variance Reports included details at a higher level than the work package level which made it difficult to track for reporting, control and approval purposes. The recommended Board Risk Variance Report and Board Financial Variance Report align the reporting and control at the work package level and accomplish the following:

1. Consistent reporting with budget amounts tied to approved budgets in the long term funding plan, Board-approved Annual Corporate Plan and Board Capital Approvals, and the financial system.
2. A clear and consistent risk/status report and a financial variance report will be presented quarterly that tie directly to the quarterly financial statements.
3. Segregated oversight with the Finance Department overseeing the report development and controls, and Program Controls completing the Anticipated Final Costs.

Process

The following summarizes the recommended risk review, monitoring and reporting process that Waterfront Toronto has implemented:

- a) Monthly meetings with project managers to identify, monitor, manage and report risks for all active work packages.
- b) Monthly meetings with senior management to discuss, monitor, manage, and report risks, with a focus on all active work packages with medium to high risks.
- c) Quarterly Finance, Audit, and Risk Management Committee meetings focused on oversight of the active work packages with high risks and the financial impact to project budget, schedule, and funding.
- d) Reporting quarterly at Board meetings with a focus on oversight of the active work packages with high risks and financial impact to project budget, schedule, and funding.

Please find attached the following documents for an illustration of the Risk Review, Monitoring, & Reporting Process and the corresponding Board reports:

- Appendix A – Risk Review, Monitoring, & Reporting Process
- Appendix B – Board Work Package Risk/Status Report
- Appendix C – Board Financial Variance Report

Committee Action Required

Review the recommended process, controls and reporting with a view to satisfying the FARM Committee and the Board's risk oversight responsibility for high risk work packages.