MGMT 6054 Project Strategy

**M2 Assignment – Industry Projects and Operations**

**Instructions**

* This is a group assignment, check FOL grades for the value of the assignment.
* **Your professor will provide you with instructions on the topic of the assignment.**
* Using the template provided (starts on page 2), present a project that could be undertaken in the industry you have chosen. Explain how the project relates directly to industry-specific and organizational objectives and strategy. Describe how the chosen project meets the requirements of a project (i.e., per PMBOK definition of a project). For the same project, describe operations/routine work that would start once the project is completed. Describe how the operations relate to industry-specific and organizational strategy. Complete all sections of the template. Cite your sources with APA-format citation and valid web links.
* Submit the completed template as a single **Word doc** including your group number, student names and student ID numbers.
* Submit team participations minutes as a separate **Word doc**. Template provided on FOL at Course Overview, Other Resources

**Submission**

* The assignment must be posted into the FOL Submission Folder by the due date and time indicated in the FOL course calendar (the deadline is also indicated in the FOL Submission Folder).
* *For assignments worth 10% or more of the course, assignments can be submitted late with a 20% penalty per calendar day. For assignments worth less than 10%, the assignment will receive a zero grade.*

**Rubric**

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| Marks as listed in each part of template including references | /16 |
| Overall quality of submission – organization, grammar, spelling, syntax, consistent and clean formatting (e.g. no tables that “run” off the page). | /4 |
| **Total (see below)** | **/20** |
| Team participation minutes if missing or incomplete | **Up to -5** |

**MGMT 6054 – Team Assignment – Industry Projects and Operations**

**Group:**

**Student Names and ID:**

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| **Gihan Shamike Liyanage** | **1141109** |
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| **INDUSTRY** | |
| Name and describe your industry including annual revenue, percentage of workforce employed, growth, and other. (based on provincial or national data). (2 point) (minimum 150 words) |  |

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| **PROJECT** | |
| Project description (1) (minimum 75 words) |  |
| What is the established project OBJECTIVE? How does it relate to industry-specific and organizational STRATEGY? (1) (minimum 150 words) |  |
| What was the UNIQUE product, service or result of the project? (1) (minimum 75 words) |  |
| Provide details about its TEMPORARY nature including a defined beginning and end. (1) (minimum 75 words) | The Scarborough Subway Extension (SSE) is part of a set of four subway and light rail transit projects initiated by the Ford government in 2019. In May 2021, STRABAG was awarded the Advance Tunnel contract for the SSE. Their responsibilities included designing, planning, executing, and financing the tunnel for the project. Construction activities commenced in June 2021, which included preparatory work for the launch shaft site of the Tunnel Boring Machine (TBM). On January 11, 2023, the TBM officially began tunneling operation from the launch site situated at Sheppard Avenue and McCowan Road. The initial plan entails excavating around 6.9 kilometers of tunnel over the next upcoming years.  In September 2021, Metrolink and Infrastructure Ontario (IO) combinedly issued a Request for Qualifications (RFQ) to identify potential teams interested in implementing the design and construction of the Stations, Rail, and Systems (SRS). Afterwards, a select group of qualified companies moved forward to the Request for Proposals (RFP) phase, commenced on February 9, 2022. Then on November 30, 2022, the contract for the SRS was awarded to Scarborough Transit Connect (STC) and presently, there is a concerted effort in progress to assess and match the pre-existing design blueprints in close partnership with STC. The SSE (Scarborough Subway Extension) project is scheduled for completion around the years 2029/2030, with the goal of seamlessly integrating with the existing TTC Line 2 operations. (Metrolinx.com, 2023) (Scarborough Subway Extension (Line 2 East Extension), n.d.) |
| What were TIME, COST and SCOPE/PERFORMANCE/QUALITY requirements? (1) (minimum 150 words) | The Scarborough Subway Extension (SSE) is a strategic infrastructure project offering substantial improvements over Business as Usual (BAU), which delivering a 3-stop extension to Toronto Transit Commission's Line 2 Bloor-Danforth Subway, linking Kennedy Station to Sheppard Avenue and McCowan Avenue. It anticipates attracting approximately 105,000 daily boardings, providing seamless rapid transit to key areas like Scarborough Centre, Lawrence Arterial, and Sheppard Avenue Corridor. It enhances travel experiences by saving 575,000 person-minutes in daily transit travel time compared to BAU.  From an economic standpoint, the SSE generates $2.7 billion in economic benefits, but the project's total costs range from $5.5 to $6.0 billion, resulting in a benefit-cost ratio of 0.60 to 0.66. The net present value ranges from -$2.4 billion to -$1.9 billion.  In terms of sustainability, the SSE encourages healthy communities by adding 12,000 new transit users during morning peak hours, reducing vehicle kilometers traveled by 30,000 kms during peak hours, and cutting auto-related greenhouse gas emissions by 10,000 metric tons annually compared to BAU.  The project is financially supported, with a capital cost of $5.5 billion and operating costs of $926.5 million. The delivery plan includes a public-private partnership model (P3) for tunnel works with target completion year of 2029 or 2030, and aiming to combine flawlessly with existing TTC Line 2 operations. The SSE represents a comprehensive solution for enhanced transit, economic benefits, and sustainability, albeit with a significant financial investment. (Scarborough Subway Extension Preliminary Design Business Case, 2020) |

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| **OPERATIONS/ROUTINE WORK** | |
| Describe an example of operations once the project is completed along with an explanation of why it is not a project. (2) (minimum 150 words) |  |
| How does the operations/routine work relate to industry-specific and organizational STRATEGY? (2) (minimum 150 words) |  |

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| **REFERENCES** (5) (minimum 10 references) |
| Bibliography *Metrolinx.com*. (2023). Retrieved from Scarborough Subway Extension: https://www.metrolinx.com/en/projects-and-programs/scarborough-subway-extension  *Scarborough Subway Extension (Line 2 East Extension)*. (n.d.). Retrieved from Toronto.ca: https://www.toronto.ca/services-payments/streets-parking-transportation/transit-in-toronto/transit-expansion/line-2-east-extension/  (2020). *Scarborough Subway Extension Preliminary Design Business Case.* Ontario: Infrastructure Ontario Metrolinx. |