



Information Technology

14-0051 Corporate GIS Web Mapping Replacement Project Charter

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1.0 Executive Summary

The purpose of this document is to obtain agreement, commitment and sign-off and the authority to proceed with the project from the executive sponsor based on the objectives, scope, budget, schedule and risks associated with Corporate GIS Web Replacement project.

The current Geographic Information System (GIS) web software is nearing end of life. This system is mission critical to virtually all City Departments (over 800 users of GISNet, etc.) and is heavily utilized by the general public and contracted services (www.map.hamilton.ca). There was strong perception from the user community that the current GIS desperately needed to be replaced and improved.

The purpose of the project is to improve customer service by delivering GIS data, information and services to the end user in a user-friendly, intuitive and scalable delivery method.

The goal of this project is to replace current Web GIS approach with a modernized Web GIS framework.

To achieve this goal, the following are the major project objectives:

1. Gather requirements for the new Web GIS framework
2. Assess integration points with other IT and business unit initiatives i.e. middleware, call handling, etc.
3. Investigate web GIS industry standards and best practices
4. Design, develop and implement Web GIS framework

The scope of this project is the replacement and/or improvement of:

1. maps.hamilton.ca (Find It, Bird's eye view, iMapper and Map Gallery)
2. GISNET
3. Corporate GIS web framework

The scope will not include the improvement or replacement of:

1. Prism/spider
2. Automated Vehicle Locator
3. Site Selector
4. Hamilton in Bloom
5. Other department specific web GIS mapping tools

The project will be governed by an executive sponsor and project owner but also guided by the GIS Working Group established by the GIS Plan 2014 to 2019.

The business collection, design and procurement of solutions will be completed in 2015 with the implementation of the solution to be completed by the end of 2016. The project budget is \$300,000 and funded through capital acquisition.

As the scope of the project is mainly to develop a GIS web framework, the project risk is not perceived to be high.

2.0 Background

2.1 Business Requirement

The current Geographic Information System (GIS) web software is nearing end of life. This system is mission critical to virtually all City Departments (over 800 users of GISNet, etc.) and is heavily utilized by the general public and contracted services (www.map.hamilton.ca). There was strong perception from the user community that the current GIS desperately needed to be replaced and improved.

To investigate this perception, a 5 year GIS Plan was developed with input from all City GIS stakeholders. The GIS Plan made a number of recommendations and proposed a number of initiatives regarding improving GIS use within the City. Specific to web GIS, one of the recommendations from the Plan was the need to rethink how we deliver GIS data, information and services over the web.

Two of the business drivers stated from the Plan for the replacement are:

- 1) Need for a GIS technology refresh (last updated approx. in 2006)
- 2) Extensive and increasing GIS usage throughout the City– requires better coordination and delivery of GIS data, information and services

3.0 Project Purpose

The purpose of the project is to improve customer service by delivering GIS data, information and services to the end user in a user-friendly, intuitive and scalable delivery method.

The success of the project will be measured by:

- Meeting 70% to 80% of internal business requirements
- A new public facing GIS web service
- A new internal GIS web service
- Increased use of the maps.hamilton.ca from the last three years
- Reduction of desktop GIS license usage

4.0 Project Goal and Objectives

4.1 Project Goal

The goal of this project is to replace the current Web GIS approach with a modernized Web GIS framework.

4.2 Project Objective

To achieve this goal, the following are the major project objectives:

1. Gather requirements for the new Web GIS framework
2. Assess integration points with other IT and business unit initiatives i.e. middleware, call handling, etc.
3. Investigate web GIS industry standards and best practices
4. Design, develop and implement Web GIS framework

The goals of this project are aligned with the City's Strategic Priorities in the Strategic Plan 2010 – 2015.

Strategic Priorities	Plan Goals
Valued & Sustainable Services	Improved Customer service
A Prosperous & Healthy Community	Reduce Cost
Valued & Sustainable Services	Increase Operational Efficiencies (SV)

5.0 Project Scope

5.1 Within Scope

A complete scope statement will be included in the Project Plan (produced in the Planning phase of the project). For the purposes of the Project Charter the scope is the replacement and/or improvement of:

- maps.hamilton.ca (Find It, Bird's eye view, iMapper and Map Gallery)
- GISNET
- Corporate GIS web framework

5.2 Out of Scope

For the purposes of the Project Charter the scope is the replacement and improvement will not include:

- Prism/spider
- Automated Vehicle Locator
- Site Selector
- Hamilton in Bloom
- Other department specific web GIS mapping tools

5.3 Links to Other Projects

This project may have some dependencies to the ongoing Web Redevelopment project. If results of this project yields the need for public facing delivery of spatial information then the Web Redevelopment team will need to be consulted.

6.0 Project Assumptions and Constraints

6.1 Assumptions

The following assumptions have been identified. If these are invalidated at **any time**, then the activities and estimates in the project plan should be adjusted accordingly:

- The project will have the support of the Project Owner.
- The requested funding will be made available from the budget to enable the implementation to succeed.
- Regular reporting will be provided to and reviewed by the Project Owner.
- The valued business functions currently provided by GIS and maps.hamilton.ca will be retained in the new framework
- Procurement of services and solutions may be necessary for design, development and implementation
- Public web mapping will be incorporated into the new City web site
- Compatibility with mobile technology will be reviewed

6.2 Constraints

The following constraints have been identified at this time:

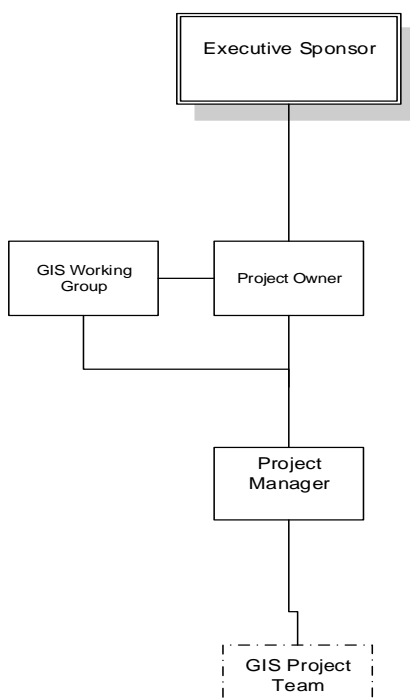
- A detailed project budget will be produced as part of the planning process and will be included in the project plan
- AODA
- Requirements and design completed by Q4 2015.
- The project must comply with all corporate / vendor standards (hardware, software, infrastructure)

7.0 Project Governance and Resource Requirements

7.1 Project Organization Chart

Figure 1 - Project Organization Chart

7.2 Project Governance



Project governance is the set of rules, regulations and processes around the project that assures the effective delivery of the project through to successful completion. The Project Governance structure is shown in the Project Organization Chart above.

The project Executive Sponsor will retain the ultimate project control and accountability, while the GIS Working Group and Project Owner will provide the tactical direction of the project and ensure the project progresses as planned. The Project Manager will provide regular status reports to the Executive Sponsor, Steering Committee and Project Owner.

7.3 Key Stakeholders

Name	Project Role	Stake
	Sponsor	Manager of Business Applications
	Owner	Supervisor of Spatial Solutions
	Project Manager	Senior Project Manager
	GIS working group	Representation of GIS user needs from each division including IT GIS
	Web redevelopment team	External web information delivery, citizen experience, end user experience

	Corporate Communication team	Communications of data and information to citizens
	Corporate IT	Infrastructure, networking, security, development, support and project management

7.4 Project Team Composition

The development of a detailed Resource Management Plan is part of the Project Planning process. The Project Plan cannot be developed in detail until the requirements gathering step is complete and the scope of the project is fully defined.

7.4.1 IT Project Team

Name	Role	Time Commitment
	Project Manager	Part time 100 to 200 hours
	GIS System Analyst	Part time 200 to 300 hours
	GIS System Developer	Part time 300 to 500 hours
	GIS Data Coordinator	Part time 50 to 100 hours

8.0 Schedule and Budget

8.1 High Level Project Schedule

The project major milestones and estimated end dates are:

1. Project Planning – Nov 24 to Dec 31, 2014
2. Business Requirements Collection – January to April, 2015
3. Procurement (RFP) - May/June/July, 2015
4. Design Alternatives - Q3/Q4, 2015
5. Implementation (develop, test, training, install, GoLive) 2016
6. Project Closure

A detailed project schedule will be produced as part of the planning process and will be included in the project plan.

8.2 Project Budget

The project budget includes both “hard dollar” costs (equipment, consulting fees, etc.) and “soft” costs (staff time).

The full costs are not known at this point but will be known better as requirements are collected.

9.0 High-Level Risk Assessment

Project risks are characteristics, circumstances or features of the project environment that may have an effect on the project or the quality of its deliverables. Known risks identified with this project have been included below.

Risk	Probability	Impact	Strategy
1. Lack of political and executive commitment	Low	High	accept
2. Working Group availability	Medium	Medium	Mitigate by actively encouraging staff to attend, follow-up with absentees
3. IT Services staff availability	Low	High	Mitigate – include in work plans early
4. <Other>	Low / Medium / High	Low / Medium / High	<mitigate, avoid or accept strategy>

10.0 Project Charter Acceptance

Executive Sponsor	Steering Committee Member	Steering Committee Member
<p><Name> Name</p> <p><Title> Title</p> <p>Signature</p> <p>Date</p>	<p><Name> Name</p> <p><Title> Title</p> <p>Signature</p> <p>Date</p>	<p><Name> Name</p> <p><Title> Title</p> <p>Signature</p> <p>Date</p>
Steering Committee Member	Steering Committee Member	Project Owner
<p><Name> Name</p> <p><Title> Title</p> <p>Signature</p> <p>Date</p>	<p><Name> Name</p> <p><Title> Title</p> <p>Signature</p> <p>Date</p>	<p><Name> Name</p> <p><Title> Title</p> <p>Signature</p> <p>Date</p>
Project Manager		
<p><Name> Name</p> <p><Title> Title</p> <p>Signature</p> <p>Date</p>		

Appendix A – Project Roles and Responsibilities

For the purposes of the Project Charter the high-level roles and responsibilities within the project organization are as follows.

Executive Sponsor - A Senior Executive who -

- has demonstrable interest in the strategic outcome of the project
- is responsible for maintaining commitment for the project (resource and financial)
- approves the project's goals and objectives and any significant changes to them
- keeps abreast of major project deliverables
- motivates the Steering Committee
- owns the project deliverables when implemented.

Steering Committee - The Steering Committee includes senior management representatives from each of the business units and IS, and is chaired by the Project Manager. The Steering Committee -

- is involved in the project oversight and control
- acts individually and collectively throughout their representative sections
- approves project deliverables and ensures they are met
- approves any scope changes
- helps resolve issues and makes policy decisions
- provides direction and guidance to the project
- is involved in providing resources and assists in securing funding
- acts as liaisons to executive groups and sponsors if required
- fills other roles as defined by the project.

Project Owner - The Project Owner -

- maintains the on-going responsibility for the deliverables after the project is completed
- is usually a management representative from the business unit, responsible for sustainability
- sits on the Steering Committee or may replace the need for a Steering Committee
- is involved in project oversight and control, and fulfills the duties and responsibilities of the Steering Committee - acting through their representative section
- generally approves project deliverables and ensures they are met
- approves scope changes
- helps resolve issues and makes policy decisions
- provides direction and guidance to the project
- is involved in providing resources and funding
- acts as liaison to executive groups and sponsors if required
- fills other roles as defined by the project.

Project Manager - The Project Manager is responsible for –

- ensuring the completion of the project on budget, on schedule, and within scope
- negotiation with resource managers for team resources based on skills and availability, and securing agreement for them to work on and report to the Project Manager for the duration of the project
- developing the key project documents with the team and managing the team's performance of project tasks
- managing the budget and any vendor contracts and directly liaising with any vendor Project Manager
- making recommendations for vendor payments
- project communications, including status reporting, and escalation of issues that cannot be resolved within the team
- conducting a post implementation review.

Project Lead – For each project team, the Project Lead is responsible for -

- ensuring their Project Team completes the tasks assigned
- communication with their team, status reporting, and escalation of issues that cannot be resolved within the team
- making sure their team's tasks are delivered on budget, on schedule, and within scope.

Project Team Members – The Team Members are responsible for –

- Work Breakdown Structure preparation
- executing tasks and producing deliverables as outlined in the Project Plan as directed by the Project Manager and/or Project Lead, at whatever level of effort or participation has been defined for them.

Subject Matter Experts – The Subject Matter Experts are responsible for –

- assisting with the requirements gathering, design and testing
- any other tasks as outlined in the Project Plan as directed by the Project Manager and/or Project Lead.