

Stadium Shopping Centre Project SWOT Summary

Strengths

- Desire for innovation (Developer, Mayor's Office, Director, some areas within The City)
- Expertise and Diversity
- Strong stakeholder groups at The City
- Large amount of knowledge and experience
- Mutual interests – all looking for success
- We are process driven and know our processes
- Some areas have dealt with cross-dept projects
- We have identifiable KPIs
- We have a timeline
- Lots of technology available
 - VISTA
 - POSSE
 - Land use map tool
 - ePlans
 - Waterfront

Weaknesses

- Lack of clarity
- Roles
- Inputs
- What does innovation mean?
- Resistance to "non-standard" by City staff
- Silos
- Not enough communication or timely communication
- Resource availability
- Number of committees that have to be engaged, political involvement
- No single project manager
- Protracted– timelines are long, delays occur
- Haven't been revisited – traditional, old, set in our ways
- Poor communication between processes
- Internal processes aren't well known
- Current legislation
- Cross departmental process map doesn't exist
- Software and data are separated by department
- Data integrity issues
- Duplication
- Poor transparency
- System limitations
- Lack of electronic files
- Large reliance on email

Opportunities

- Establish successful communication strategy for applicant, community, internal, media
- Explore expanded/improved technology for project tracking, decision making, design and visualization
- Proactive communication with applicant
- Cut red tape
- Collaboration “joined up thinking”
- Improved reputation “have ducks in a row”
- Use knowledge and experience
- City charts new review process including:
 - Cross BU/Dept problem solving and solutioning
 - Define a critical path
 - Bring BUs/Depts together
 - Streamline
 - Identify gaps
 - Create a process map for other projects
 - Create a process around collaboration
 - More certainty
 - A cloud type of system that brings everything together
 - Project websites for developer and City (transparency)
 - Make use of social media and other electronic communication methods
 - Use document tracking – single source
 - Get project updates – Gantt chart, schedule
 - Better ePlanning
 - Use internal expertise more fully

Threats

- Perception that right people aren't at the table
- City owns failure if project isn't realized
- Silos
- Alderman, media and communication protocols aren't established
- Business as usual
- Council, community and media intervention/misrepresentation of information
- Premature escalation of application
- Competing projects
- Lack of buy in – internal and external
- Change of resources
- Communication break downs
- Disjointedness – silos
- Lose controls
- Lack of understanding of process by the applicant
- Developers data and resources don't link up with City's
- Deliverables may not align
- Longer circulation
- Technology is only as good as its users
- Network crashes
- Lack of electronic storage
- Can't locate all relevant info – silo'd systems