



**2016
2017**

**ANNUAL
MANAGEMENT
REPORT**



International Research Consortium
on the Governance of Large
Infrastructure Projects

KHEOPS

International Research Consortium on the Governance of Large Infrastructure Projects
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Written and edited by:

Alexandra Prohet and Nathalie Drouin

DIRECTOR'S MESSAGE



Dear members,

I agreed to head KHEOPS because I firmly believe in the merits of this bold undertaking. Given the considerable investments in infrastructure being made by various levels of government, my team and I are convinced of the importance of changing the way infrastructure research is carried out. KHEOPS produces new knowledge on the governance of large projects through a multidisciplinary perspective that is complementary to the classic approach, and crucial for innovation. KHEOPS is also a forum for cooperation between experts, decision-makers, researchers and students in order to optimize the societal integration of major infrastructure projects. Our organization, which conducts research with researchers at Québec universities, has also rapidly developed an international network of researchers with whom it collaborates.

Incorporated in June 2016 under the Canada Not-for-Profit Corporations Act, KHEOPS held its first Board of Directors meeting in January 2017. It should be noted that this annual report covers a short nine-month period during which the vast majority of the efforts of its team were focused on starting up and structuring its activities,

as well as securing funding. As we all know, a start-up year is never easy to anticipate. As it approaches the end of its first year of existence, KHEOPS has achieved more than satisfactory results given its very modest financial resources. Our team has worked with determination and has managed, through thick and thin, to stay the course toward our goals.

KHEOPS is now equipped with a three-year strategic plan (2016-2019) that is simple and functional, and therefore feasible. Several achievements arising from this strategic plan will be presented in greater detail in this annual report, including a description of KHEOPS's conceptual framework. We are particularly proud to have developed a "KHEOPS approach" that provides a broader, more innovative vision for the governance of large infrastructure projects and which will be at the centre of our research programming. This approach, which incidentally was well received when presented to a number of Indian dignitaries at a conference in New Delhi, informed the definition of specific research projects. Since the creation of KHEOPS, seven projects have in fact come into being: five projects focused on the development of specific knowledge, a call for proposals targeting a key topic, and the creation of a digital platform for infrastructure data. These projects will enable KHEOPS to carry out its mission and to train highly qualified personnel in the infrastructure sector in Québec and Canada. KHEOPS has also developed a rigorous governance framework and a policy based on best practices regarding the duties and responsibilities of its administrators.

All of this was made possible through the constant support of key KHEOPS stakeholders. We would like to thank our three founding members, the Université du Québec à Montréal (UQAM), the Fonds de recherche du Québec and the City of Montréal for their confidence and above all for having believed in the KHEOPS adventure right from the start. Special thanks go to the Rector of UQAM, Robert Proulx, who is stepping down next June. I am grateful to him for his availability and support, and for his frequent well-informed comments. We are also counting on the valuable support of the Caisse de dépôt et de placement du Québec as Major Partner, the Montreal Port Authority as Associate Partner, and our collaborator, Montréal International. It should also be noted that the Centre interuniversitaire de recherche

en analyse des organisations (CIRANO) was the very first Scientific Partner to join forces with KHEOPS. We thank the Centre's directors, to whom we are extremely grateful. More partners will be added to this list over the coming months, and we look forward to welcoming them. Finally, I would like to recognize the commitment and talent of a truly exceptional work team. I am grateful to my KHEOPS colleagues, who managed to achieve miracles in a precarious financial context. Thanks to Alexandra Prohet, Assistant Director and Marie-Émilie P. Ranger, Project Manager, for their dedication.

2016-2017 was a very busy year, and the years ahead promise to be even more challenging and exciting. The desire to make KHEOPS a centre of excellence that supports the development of research and provides visibility and outreach for its collaborators is no small task. It will require time, patience and resources. However, I like to think that this first year of existence of KHEOPS has paved the way for the establishment of its objectives. As its financial and human resources grow, the construction of a centre of research excellence offering support, visibility and outreach to its collaborators, in keeping with our ambitions, will become increasingly realistic. The Egyptian pyramids were not built in a day; KHEOPS will evolve over the years if it has the necessary resources and can count on the support of the key actors concerned. During the nine months of the consortium's existence, the KHEOPS team has done everything in its power to put into operation what had hitherto been only an idea, a concept. I believe that this has been accomplished with brio.

Let us wish a long life to KHEOPS, and may it continue to enjoy fruitful collaboration with partners from the research and infrastructure communities.



Nathalie Drouin



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STATEMENT ON THE RELIABILITY OF DATA

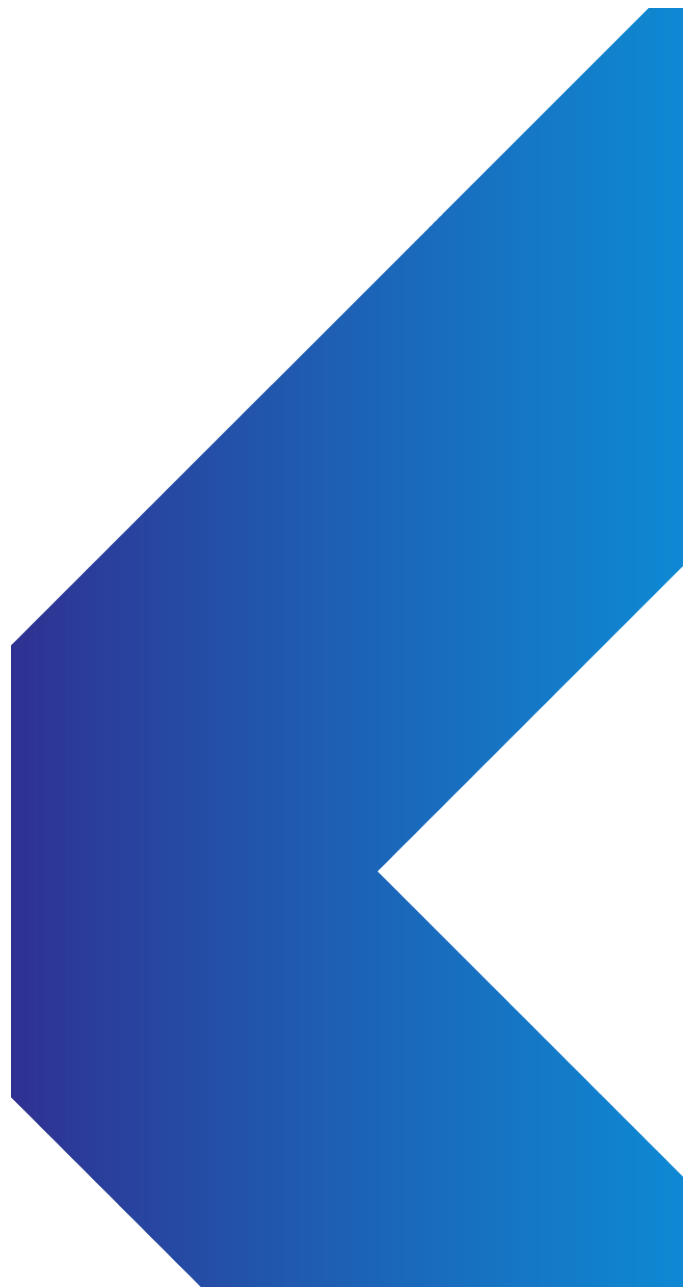
As Executive Director, I am responsible for the results and information contained in this Annual Management Report. This responsibility includes ensuring the reliability of the information and data presented herein.

The Annual Management Report 2016-2017 of KHEOPS International Research Consortium on the Governance of Large Infrastructure Projects accurately describes the mission, values and strategic goals of the organization. It presents its objectives and their associated outcomes.

I declare that the information contained in this Annual Management Report is accurate and reliable and corresponds to the situation as it existed on March 31, 2017.



Nathalie Drouin
Executive Director

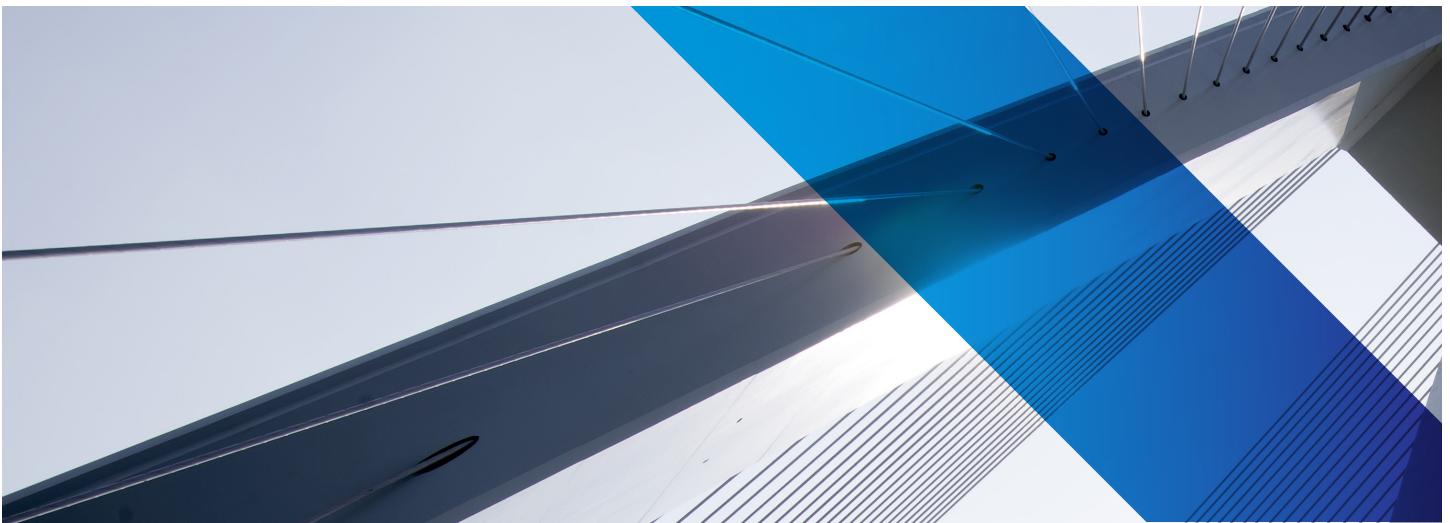


INTRODUCTION

The KHEOPS 2016-2017 Annual Management Report covers the period from June 21, 2016, the consortium's incorporation date, to March 31, 2017, the end of the fiscal year. This document is part of the accountability process prescribed under the Canada Not-for-profit Corporations Act.

This report is divided into three main sections. The first section follows the Executive Director's message and a list of the highlights that marked the first nine months

of KHEOPS's existence. This first section of the report provides a presentation of KHEOPS, while the second section focuses on its resource management. The third and final section of the report presents the actions carried out in relation to the strategic plan. Finally, the document closes with a list of KHEOPS's partners.



HIGHLIGHTS OF 2016-2017

- **Incorporation of KHEOPS on June 21, 2016**
- **Official start-up of KHEOPS**
Formation of the team and signing of agreements with the three founding members (Fonds de recherche du Québec, City of Montréal and Université du Québec à Montréal). Adoption of the governance framework and the Board of Directors policy.
- **Partnership agreements with the Caisse de dépôt et de placement du Québec (Major Partner), the Montreal Port Authority (Associate Partner) and CIRANO (Scientific Partner)**
- **Development of a 2016-2019 strategic plan**
- **Creation of a specific conceptual framework, the “KHEOPS approach”, to think differently about large infrastructure projects**
- **Development of a research funding model**
- **Start-up of 7 projects:**
5 research projects, 1 call for proposals, 1 project for the creation of an infrastructure data platform
- **Creation of the KHEOPS visual identity, website and “WebK” web portal**
- **Launch of the Researcher Directory:**
17 listings from 5 universities

1.

PRESENTATION OF KHEOPS

KHEOPS: AN OVERVIEW

- KHEOPS is an international and interdisciplinary research consortium founded in 2016. It is registered under the Canada Not-for-Profit Corporations Act.
- KHEOPS supports innovation for optimal societal integration of major infrastructure projects through the development of leading-edge knowledge.
- KHEOPS provides public and private sector organizations in Canada and Québec with access to a network of senior researchers from Québec, Canadian and international universities.

THE BIRTH OF AN ADVENTURE

At the end of her term as Associate Dean of Research in the School of Management at UQAM, Nathalie Drouin, who is also a professor in the Master's program in project management, found herself thinking about starting up a bold, ambitious project. In the summer of 2015, an Australian colleague from the University of Technology Sydney (UTS), who was visiting Montréal, suggested that she consider establishing a Canadian centre of excellence in research on large infrastructure projects. Such a centre could be the North American hub of a developing network that already included similar initiatives on several continents including Oceania, Europe and Asia. In December 2015, Drouin flew to Sydney where she presented to colleagues at UTS a first draft of the mission, vision, and preliminary structure of the entity that would later become KHEOPS, at the same time strengthening her partnership with her Australian colleagues.

In Canada and abroad, the context is more than favourable for the deployment of this type of initiative. Indeed, here and elsewhere, the existing infrastructure stock is not only structurally deficient, but functionally obsolete, requiring major work to continue to provide everyday services to the population and improve quality of life, while contributing to the economic development of society. In Québec and in Canada, the various levels of government have understood this, announcing major investment in infrastructure for the coming years.

This was the context when Nathalie Drouin met with a number of key stakeholders in Québec and Canada to assess their interest in contributing to the creation of a research infrastructure on the governance of large projects, which would offer a renewed and innovative approach. She saw a need for the development of scientific knowledge that would help stakeholders in the infrastructure ecosystem to make sound decisions, while supporting innovation.

The Fonds de recherche du Québec, UQAM and the City of Montréal were the first to commit to supporting the initiative led by Nathalie Drouin. The partners then agreed on the legal form that would be best for the newly minted consortium. And on June 21, 2016, KHEOPS International Research Consortium on the Governance of Large Infrastructure Projects was officially registered under the Canada Not-for-Profit Corporations Act. The KHEOPS adventure could now begin.

MISSION

The mission of KHEOPS is threefold:

- To support the development of leading-edge knowledge on the governance of large infrastructure projects in Québec and Canada by pooling multidisciplinary and multisectoral expertise.
- To adopt a sustainable, socially responsible perspective as a complement to the classic approach for analyzing large infrastructure projects.
- To support decision-making by key infrastructure development stakeholders in Québec and Canada.

VISION

- To become a centre of research excellence and a forum for cooperation between experts, decision-makers, researchers and students in order to improve the societal integration of large infrastructure projects.

VALUES

Three values lie at the heart of KHEOPS's actions and are upheld by its team. These values are:

- **Excellence**
Contribute to scientific development by building on criteria for research excellence.
- **Ethics**
Respect and promote the principles of ethics and integrity in research and in governance.
- **Commitment**
Fulfil our commitments toward our partners and scientific collaborators, while serving the community.



THE TEAM



Nathalie Drouin
Executive Director



Alexandra Prohet
Assistant Director



Marie-Émilie P. Ranger
Project Manager

2.

RESOURCE MANAGEMENT

FINANCIAL RESOURCES

*Results and change in net assets
Initial nine-month fiscal period ending March 31,
2017

Revenues	Amount
- Contributions	206 283 \$
- Other revenues	67 \$
	206 350 \$
Expenditures	Amount
Operating activities	
- Salaries and benefits	132 698 \$
- Professional fees	9 513 \$
- Administration costs	52 259 \$
	194 470 \$
Excess of revenues over expenditures (net assets at the end of the fiscal period)	11 880 \$

* Complete audited financial statements are available on request.

HUMAN RESOURCES

As one of the three founding members of KHEOPS, UQAM's contribution to the consortium is in kind, and on two levels. First, UQAM provided KHEOPS with premises for its use. Second, UQAM supplied the consortium with human resources. In fact, the three members of the KHEOPS team are all employees of the university: Nathalie Drouin (professor), Alexandra Prohet (executive) and Marie-Émilie P. Ranger (professional). As such, they receive the employee benefits provided by UQAM. For example, KHEOPS believes in continuing education and professional development for its staff. Accordingly, as UQAM employees, Ms. Prohet and Ms. P. Ranger were able to benefit from the activities and training opportunities listed below. Meanwhile Nathalie Drouin has been granted two releases from teaching duties in order to conduct the activities of KHEOPS.

Employee training/development activities

Alexandra Prohet

- 33th ADARUQ conference. "Mobilisation et partage des connaissances", November 16-18, 2016, Orford
- English Conversation – winter session 2015-2016, non-credit language course, UQAM
- "Réaliser un rapport annuel selon les règles de l'art" – January 26, 2017, UQAM Continuing Education

Marie-Émilie P. Ranger

- 33th ADARUQ conference. "Mobilisation et partage des connaissances", November 16-18, 2016, Orford

3.

ACTIVITIES AND ACHIEVEMENTS

This third section of the Annual Management Report describes the activities and achievements resulting from the actions carried out by KHEOPS in 2016-2017 in relation to its strategic plan, which also includes an action plan. In the summer of 2016, the KHEOPS team held a three-day retreat during which a strategic planning process was developed that led to the production of a strategic plan and its associated action plan. The creation of the two plans (strategic and action) is the cornerstone of the consortium's implementation and establishment. These plans will govern the organization of KHEOPS's activities for the next three years. They are designed to be functional and feasible, given the resources available to the consortium. The strategic plan and its action plan allow KHEOPS to operate in a rigorous and realistic manner, and in accordance with the values of ethics, commitment and excellence upheld by the KHEOPS team. On January 13, 2017, the strategic and action plans were presented to the administrators during the first meeting of the Board of Directors of KHEOPS.

The strategic plan, in combination with its action plan, includes 3 overarching goals:

1. Establish KHEOPS as a centre of excellence;
2. Support the development of leading-edge research on the governance of large infrastructure projects;
3. Provide visibility and outreach for KHEOPS and its scientific collaborators.

Each of these goals encompasses one or more objectives, each of which involves a set of actions to be undertaken over the next three years (i.e. between now

and 2019). The table on the following page summarizes the progress that has been made toward accomplishing these actions and objectives.

It should be noted that the first fiscal year of KHEOPS covers a period of activity of nine months (June 2016 to March 2017). During this time, the consortium's team spent most of its time working on starting up the organization and seeking funding. It can be seen that, as of March 31, 2017, all of the actions identified in its plan in relation to the structuring of the consortium have already been accomplished (for example, the signing of memoranda of understanding with the founders, incorporation, the setting up of a funding model, the development of a communication plan, defining the service offering, the creation of a website, etc.). Other actions are progressing well, such as the creation of alliances, collaborations and partnerships, and the work done to launch, as soon as possible, a first call for proposals. On the other hand, certain actions are taking more time to complete. These include securing funding and the signing of agreements with universities.

One conclusion we can draw regarding the activities of KHEOPS for this fiscal year is that, after just 9 months of existence and despite extremely limited resources, the outcome is very positive: the consortium is well established in Québec's research ecosystem.



GOAL 1 : ESTABLISH KHEOPS AS A CENTRE OF EXCELLENCE

1 - Establish and implement a governance framework in accordance with best practices	Develop governance policies and processes	In progress
	Create and set up internal bodies	In progress
	Develop a calendar of legal obligations	Completed
2 - Define the service offering	Develop a range of specialized services for researchers and organizations	In progress
	Monitor the quality of services delivered	Pending
3 - Secure funding	Confirm funding from 2 or 3 major partners	Pending
	Sign memoranda of understanding with universities	In progress

GOAL 2 : SUPPORT THE DEVELOPMENT OF LEADING-EDGE RESEARCH ON THE GOVERNANCE OF LARGE PROJECTS

4 - Adopt research programming that is innovative and useful for partners	Identify research needs	In progress
	Propose and approve research programming	Pending
	Have the programming adopted by the Board	Pending
	Create research alliances/collaborations with industry experts and scientific partners	In progress
5 - Fund research projects	Develop a research funding model	Completed
	Launch calls for projects	In progress
	Negotiate and draw up contractual agreements	Pending
	Support KHEOPS-funded researchers	Pending
6 - Facilitate access to existing knowledge	Develop knowledge mobilization services and activities	Pending
	Set up an information monitoring service	In progress
	Consider the possibility of developing a database	Completed
	Hire the necessary human resources (knowledge broker, information monitoring officer)	Pending

GOAL 3 : PROVIDE VISIBILITY AND OUTREACH FOR KHEOPS AND ITS SCIENTIFIC COLLABORATORS

7 - Develop and implement a communication plan	Analyze the context and identify the target, objectives and key messages	Completed
	Choose the communication methods	Completed
	Define content, establish a time frame & monitor the results	In progress



STRATEGIC GOAL NO. 1

Establish KHEOPS as a centre of excellence

OBJECTIVE 1

ESTABLISH AND IMPLEMENT A GOVERNANCE FRAMEWORK IN ACCORDANCE WITH BEST PRACTICES

Actions to be taken	Status
▪ Develop governance policies and processes	▪ In progress
▪ Create and set up internal bodies	▪ In progress
▪ Develop a schedule of legal obligations	▪ Completed

ACHIEVEMENTS AND COMMENTS

The establishment of KHEOPS's governance framework grew out of the agreements and arrangements made for the creation of the consortium. First, letters of agreement were signed between KHEOPS and each of the three founding members, namely the City of Montréal, the Fonds de recherche du Québec (FRQ) and UQAM. Second, it was agreed by the three founding members that the KHEOPS management should mandate the law firm Colas Moreira Kazandjian et Zikovsky (CMKZ) to produce the legal documents required for the incorporation of KHEOPS in accordance with the Canada Not-for-Profit Corporations Act. This step equipped KHEOPS with a set of general by-laws governing the internal operations of the consortium, membership conditions, the different bodies of KHEOPS and their operating procedures. Finally, a memorandum of understanding was signed by each of the founding members.

The first meeting of the Board of Directors of KHEOPS, the Organizational Meeting of the Directors, took place on January 13, 2017. During this meeting, the board members adopted the KHEOPS Board of Directors policy which, in accordance with best practices, describes the governance model for the consortium's Board of Directors, including the duties and responsibilities of its members with regard to KHEOPS.

Since the founding of KHEOPS, its team has been working diligently on setting up two other internal bodies,

namely the Major Partners Committee and the Scientific Committee. These two committees must be composed of representatives from the different categories of KHEOPS partners. The consortium's management also put a great deal of effort this year into building partnerships. As of March 31, 2017, many negotiations are underway with potential partners. For example, several Québec universities solicited in close collaboration with the Chief Scientist of Québec for their interest in becoming scientific partners of KHEOPS have not yet provided a final response. During the next fiscal year, KHEOPS will continue its efforts to build partnerships and thus allow the establishment of its new internal bodies. The Constitutive General Assembly of KHEOPS will also be held during the next fiscal year, in September 2017.

In addition to creating the structure of KHEOPS, the team also worked on optimizing its internal operations with the production of a management tool in the form of a schedule for organizing the consortium's activities in accordance with legal obligations and its obligations towards its members.

BOARD OF DIRECTORS TEMPORARY MEMBERS

Nathalie Drouin, Executive Director of KHEOPS
Catherine Mounier, Vice-Rector of Research, UQAM
Robert Proulx, Rector, UQAM
Rémi Quirion, Chief Scientist of Québec

OBSERVERS

Guy Laroche, Director, Capital Projects and Programs Office,
City of Montréal
Alexandra Prohet, Assistant Director of KHEOPS



OBJECTIVE 2

DEFINE THE SERVICE OFFERING

Actions to be taken	Status
<ul style="list-style-type: none">▪ Develop a range of specialized services for researchers and organizations	<ul style="list-style-type: none">▪ In progress
<ul style="list-style-type: none">▪ Monitor the quality of services delivered	<ul style="list-style-type: none">▪ Pending

ACHIEVEMENTS AND COMMENTS

KHEOPS supports the development of knowledge on the governance of large infrastructure projects. To do so, it intends to become a forum for cooperation between the academic world and organizations. Through its activities and its work, KHEOPS wants to fuel reflection on the part of key stakeholders in

large project development in Québec and Canada. With that goal in mind, KHEOPS has developed a range of services to meet the needs of both researchers (see Services for Researchers) and decision-makers and stakeholders from the field of public and private sector infrastructure (see Services for Organizations).

SERVICES FOR ORGANIZATIONS

- Collaboration with the best Canadian and international researchers
- Projects that correspond to your research needs
- Optimal collaboration conditions through the coordination and support of a qualified project manager for each research project
- Knowledge made accessible through appropriate activities
- Information monitoring
- Bringing together stakeholders from the large infrastructure sector
- Special access to the WebK portal
- Enhanced visibility via various communication platforms
- Preferential rates to take part in KHEOPS events

SERVICES FOR RESEARCHERS

- Funding of research
- Direct access to terrains of investigation
- Contact with infrastructure research stakeholders and access to a network
- Collaboration with the best Canadian and international researchers
- Coordination and support for carrying out research from a qualified project manager
- Valorization of research results and visibility via the events and activities of KHEOPS
- Support for knowledge mobilization
- The possibility of student involvement in projects
- Information monitoring
- Special access to the Web portal

As KHEOPS is just beginning operations, several of the services it wishes to offer have not yet been implemented. It is important to emphasize that the deployment of services must go hand in hand with securing funding over the coming years. That is the only way

that KHEOPS will be able to mobilize the resources necessary for the development and integrated quality management of its services. Several examples of services that have been realized are presented below.

WHO IS THE KHEOPS COMMUNITY?

The KHEOPS community is all of the members who will benefit from the services of KHEOPS.

It is made up of the consortium's various partners and collaborators, including its founding members, as well as academic researchers and their students.

Funding of research that meets the needs of partners. Over the last 9 months, KHEOPS has worked actively on starting up a variety of projects. At the end of this fiscal year, a total of seven projects are in the pipeline (five research projects, one call for proposals and the creation of a digital platform for infrastructure data). These projects, which involve topics that will foster the evolution of research on the governance of large infrastructure projects, were determined based on the identified needs of KHEOPS's partners. They are also in line with the conceptual framework or the "KHEOPS approach" (see Objective 4). Each project is headed by a principal investigator who is charged with naming the project's local and international collaborators. Each project must include Master's and/or PhD students, thus contributing to the training of a new generation of highly qualified researchers. For the period covered by this report, the amount of funding for each project remains to be confirmed. Memoranda of understanding between KHEOPS and the researchers also still need to be drawn up.

Collaboration with the best Canadian and international researchers. KHEOPS is solicited to take part in international funding competitions. For example, KHEOPS was invited to submit a funding application to the Academy of Finland on the theme: Changing Society and Active Citizenship. The application was coordinated by a team made up of principal investigator Stephen Fox from the VTT Technical Research Centre of Finland (Teknologian Tutkimuskeskus VTT) and collaborators from a variety of backgrounds (Monash University, University of Vaasa, Tampere University of Technology, Ghana Union Finland, Finnish-Turkish Institute for Cooperation, Finland-Somalia Association).

Special access to the WebK portal. With the launch of its website, KHEOPS inaugurated its WebK portal, a

digital tool for the exclusive use of members of the KHEOPS community. This work and communication tool provides download access to KHEOPS Board of Directors documents. It is a secure, easy to use tool that aims to facilitate the preparation, management and monitoring of the various KHEOPS committees, in keeping with the consortium's desire to promote the idea of "paperless" committees. The WebK portal also offers a press review of current infrastructure-related issues. This platform also presents calls for papers and targeted calls for projects.

Directory of Researchers. The KHEOPS website features a Directory of Researchers, a showcase for the scientific expertise of its community. This platform is part of KHEOPS's commitment to providing organizations with access to a network of researchers from a variety of different sectors and disciplines.

THE 7 PROJECTS OF KHEOPS

- 5 research projects
- 1 call for research proposals
- 1 digital platform for infrastructure data



OBJECTIVE 3

SECURING FUNDING

Actions to be taken	Status
<ul style="list-style-type: none"> Confirm funding from 2 or 3 major partners 	<ul style="list-style-type: none"> Pending
<ul style="list-style-type: none"> Sign memoranda of understanding with universities 	<ul style="list-style-type: none"> Pending

ACHIEVEMENTS AND COMMENTS

Securing funding for KHEOPS will be achieved primarily through the signing of agreements with major partners. More than fifty meetings have been held by the KHEOPS management team since the consortium's creation. Key organizations in the infrastructure field have been solicited, in both the public and private sectors. Many of these organizations showed a keen interest in the innovative approach proposed by KHEOPS.

However, at the end of the 2016-2017 fiscal year, several of the solicited organizations have not yet provided an answer due to internal delays. Discussions are still

ongoing. On the other hand, an agreement has been signed between KHEOPS and the Caisse de dépôt et de placement du Québec (CDPQ), an active investor in real estate and infrastructure. KHEOPS is pleased to have the CDPQ as its first major partner. The consortium is giving itself two more years to continue its canvassing and soliciting work to secure funding from two additional major partners.

THE CDPQ, FIRST MAJOR PARTNER OF KHEOPS

Steps have also been taken to invite Québec universities to become KHEOPS scientific partners. Québec's Chief Scientist, Rémi Quirion, and the Executive Director of KHEOPS, Nathalie Drouin, co-signed a letter to that effect that was sent in November 2016 to the research vice-presidents at all Québec universities. Several universities have shown an interest, and discussions are currently underway with some institutions regarding a potential partnership that would be tied to a financial contribution.

The KHEOPS management team has taken further steps to forge partnerships with interuniversity academic research units. With these entities, the proposed contributions are collaborative in nature. The Centre interuniversitaire en analyse des organisations (CIRANO) has already endorsed a scientific partnership of this nature with KHEOPS. KHEOPS sees the possibility of developing other similar scientific collaboration agreements to de-

velop its network of expertise. Steps have been taken to build on collaborations aimed at securing the involvement of all stakeholders interested in issues relating to infrastructure project development. Citizens' associations and other non-profit organizations will be considered in this capacity. Among its collaborators, KHEOPS already includes the non-profit organization Montréal International. Finally, the Montreal Port Authority (Port de Montréal) is a KHEOPS Associate Partner, allowing it to actively participate in the co-construction of knowledge on specific projects in the maritime sector and related to the development of logistics hubs and industrial port zones.

STRATEGIC GOAL NO. 2

Support the development of leading-edge research on the governance of large infrastructure projects

OBJECTIVE 4

ADOPT A PROGRAM FOR RESEARCH THAT IS
INNOVATIVE & USEFUL FOR PARTNERS

Actions to be taken	Status
▪ Identify research needs	▪ In progress
▪ Propose and approve research programming	▪ Pending
▪ Have the programming adopted by the Board of Directors	▪ Pending
▪ Create research alliances/collaborations with industry experts and scientific partners recherche avec des experts de l'industrie et des partenaires scientifiques	▪ In progress


ACHIEVEMENTS AND COMMENTS

Supporting the production of knowledge is central to the mission of KHEOPS, with an emphasis on fuelling the reflection of stakeholders who manage the development of large infrastructure projects. With that in mind, KHEOPS's efforts will be continuously focused on the identification of infrastructure development research needs. This is a task that is already being tackled by the KHEOPS team. Indeed, the founding members and other KHEOPS partners were consulted on this point. In addition, KHEOPS's many meetings with key infrastructure organizations also increased the inventory of identified needs, as did discussions with the scientific community.

This initial inventory of research needs will guide or map out the development of KHEOPS's research programming. We pointed out above that the consortium is still working on constructing scientific partnerships, which has postponed the creation of the Scientific Committee. As the Scientific Committee is in charge of overseeing the development of KHEOPS's research programming, the KHEOPS team is counting on finalizing these partnerships next year in order to go ahead with the creation of the Scientific Committee. This committee will then be able to work on submitting research programming to the Board of Directors for approval.

The identification of research needs related to the development of large infrastructure projects has not been without impact. Indeed, this exercise provided the KHEOPS management team with food for thought on the development of an innovative conceptual framework to govern the "KHEOPS approach". This specific approach is systematically presented during the partnership-building process. It was also presented as part of a workshop on managing mega projects at the *Project Management Institute India Research and Academic Conference* in New Delhi, India in March 2017.

The exercise of identifying research needs also contributed to the emergence of several research projects (see Objective 2). These projects, all of which are in the start-up stage, will lead to the setting up of collaborations between the academic community and different types of partners.



The “**KHEOPS approach**” offers a broader conceptual framework than that of the classic approach. Research on the governance of large infrastructure projects traditionally comes from the fields of project management, engineering, finance and economics. The KHEOPS approach integrates a social dimension into the development of large projects, and proposes a broader, multilevel governance model.

OBJECTIVE 5

FUND RESEARCH PROJECTS

Actions to be taken	Status
▪ Develop a research funding model	▪ Completed
▪ Launch calls for projects	▪ In progress
▪ Negotiate and draw up contractual agreements	▪ Pending
▪ Support researchers funded by KHEOPS	▪ Pending

ACHIEVEMENTS AND COMMENTS

Without question, the development of leading-edge knowledge on the governance of infrastructure is dependent on adequate funding. This fact, along with the necessity of funding research focusing specifically on large projects, formed the basis on which the mechanics of KHEOPS were designed. The consortium's management team developed a simple, classic research funding model structured around two types of funding: grants and contracts. Once it has been formed, the Scientific Committee will play a key role in the selection and monitoring of funded projects. And depending on their nature, KHEOPS funding opportunities will be open to the entire scientific community, or only to researchers listed in its directory of experts.

In keeping with its research funding model, the KHEOPS team began a collaboration with the Fonds de recherche du Québec (FRQ). The consortium and the FRQ are working together to launch a joint call for proposals as soon as possible, which will be open to all of Québec's scientific community, while complying with the general rules common to all FRQ programs..

In addition, KHEOPS also has several emerging research projects in the early stages of preliminary discussions between various partners and scientific collaborators. Agreements will soon be reached, and the projects will be showcased on the KHEOPS website once these agreements have been formalized. The entire pre- and post-granting follow-up mechanism for funded projects will be able to be put to the test over the upcoming year.

It should also be noted that, as KHEOPS was in its start-up year, the consortium had an extremely limited budget for the funding of research in 2016-2017.

KHEOPS OFFERS TWO TYPES OF FUNDING

1. RESEARCH GRANT

(sponsored research)

- Joint call for proposals
- KHEOPS call for proposals

2. RESEARCH CONTRACT

(contract research)

OBJECTIVE 6

FACILITATE ACCESS TO EXISTING KNOWLEDGE

Actions to be taken	Status
<ul style="list-style-type: none"> ▪ Develop knowledge mobilization services and activities 	<ul style="list-style-type: none"> ▪ Pending
<ul style="list-style-type: none"> ▪ Set up an information monitoring service 	<ul style="list-style-type: none"> ▪ In progress
<ul style="list-style-type: none"> ▪ Consider the possibility of developing a database 	<ul style="list-style-type: none"> ▪ Completed
<ul style="list-style-type: none"> ▪ Hire the necessary human resources (knowledge broker, monitoring officer) 	<ul style="list-style-type: none"> ▪ Pending

ACHIEVEMENTS AND COMMENTS

KHEOPS wants to acquire the necessary means to share, disseminate and transfer the knowledge already available on the governance of large infrastructure projects, as well as any new knowledge produced. To do this, the consortium intends to develop knowledge mobilization services.

However, knowledge mobilization is also concerned with how knowledge is produced. In starting up its activities, KHEOPS concentrated much of its efforts on the knowledge production process. Indeed, the seven projects that KHEOPS has launched (five research projects, a call for proposals and the creation of a digital platform) all involve collaboration with the communities concerned, for the purpose of co-constructing knowledge and/or sharing knowledge, or of meeting research needs. For some of these projects, the community partners and collaborators have already been identified. For others, this exercise still needs to be completed.

KHEOPS provides support services for every academic team to ensure networking between different types of partners and to facilitate the establishment of conditions conducive to collaboration. In concrete terms, the KHEOPS team acts as a link between community stakeholders and researchers. However, every research team has the freedom to define, with the help of its partners, each party's roles and responsibilities throughout the duration of the project. In other words, from one project to another, collaboration will vary both in intensity and in nature.

At the end of each research project, KHEOPS will emphasize the translation or transfer of research findings into applications or actions. Indeed, the consortium's activities aim to inform the decision-making of infrastructure development stakeholders, which may involve changing practices. Researchers who carry out projects within KHEOPS agree to take part in dissemination and transfer activities, or to organize such activities themselves.

For its part, over the next few years, the KHEOPS team will develop and systematize a table, or schedule, of activities in order to plan meetings and discussions between researchers and community partners, as well as any other activities for the valorization, promotion or dissemination of research findings. However, such an initiative will only be possible if KHEOPS has adequate funding to hire the human resources required for brokering knowledge. Likewise, KHEOPS will only be able to hire someone to run its information monitoring service if adequate funds are available.

It should be noted that the consortium has already started work on its information monitoring service with the publishing of occasional blog posts containing press reviews of various news items. Having an employee specifically dedicated to this activity would make it possible to search and process information in a far more systematic and exhaustive manner. This information monitoring will be a source of data and will be one of the components of the digital platform that KHEOPS plans to develop.

During the first months of its existence, the KHEOPS

team evaluated the possibility of developing such a project.

There is a great deal of data on infrastructures, but this data tends to be dispersed and can be little-known or difficult to access.

KHEOPS wants to create a sustainable digital platform, a true virtual documentation centre. The KHEOPS Digital Platform will provide centralized access to different types of data and information on infrastructures. For the realization of its digital platform project, KHEOPS intends to use a partnership-based

collaborative approach, at every phase of the project's life cycle. Several stakeholders have already manifested an interest in the project. Negotiations and project design will continue in the coming year.



KHEOPS DIGITAL PLATFORM FOR INFRASTRUCTURE DATA

THE FOUR PROJECT OBJECTIVES

1. Improve researcher access to data;
2. Create an ecosystem conducive to the sharing, reuse and exploitation of data by researchers;
3. Allow the production of new data or new content;
4. Support knowledge transfer and the dissemination of information to decision-makers and experts.



STRATEGIC GOAL NO. 3

Provide visibility and outreach for KHEOPS and its scientific collaborators

OBJECTIVE 7 DEVELOP AND IMPLEMENT A COMMUNICATION PLAN

Actions to be taken	Status
<ul style="list-style-type: none">Analyse the context and identify the target, objectives and key messages	<ul style="list-style-type: none">Completed
<ul style="list-style-type: none">Choose the communication methods	<ul style="list-style-type: none">Completed
<ul style="list-style-type: none">Define content, establish a time frame & monitor the results	<ul style="list-style-type: none">In progress

ACHIEVEMENTS AND COMMENTS

The design and implementation of a communication plan generally involves a specific procedure, which was followed by the KHEOPS team. First, an analysis was conducted to clearly identify the environment or ecosystem in which the consortium operates. This paved the way for a strategic reflection that led the team to define its positioning, objectives and key messages in relation to the identified target audiences. Once these were established, an action plan was developed, and several communication methods and platforms were chosen.

The KHEOPS team began by creating its visual identity for use in a range of different communication tools (logo, business card, stationery, bookmarks, etc.). It also focused on the development of its website to present and promote the consortium. The KHEOPS website provides a Directory of Researchers for the use of the public and organizations with research needs. This tool lists the expertise of the academic researchers who are members of the KHEOPS community. The KHEOPS website is also a preferred platform for announcing news about the consortium and its community. As soon as KHEOPS's resources allow, the website, which is only in French, will be made available and regularly updated in both official languages. The website's maintenance will also be optimized. As mentioned above, the launch of the KHEOPS website, which is still ongoing, went hand in hand with the de-

velopment of the WebK portal, a secure tool facilitating the management of the various KHEOPS committees, and giving its members access to a blog that will have increasingly frequent posts going forward. Since the launch of the website in August 2016, published posts have mainly been concerned with press reviews and calls for projects.

KHEOPS and its team have also joined the LinkedIn and Twitter platforms, which provide the consortium with additional visibility. For example, when a letter signed by the Executive Director of KHEOPS was published in *Le Devoir* in October 2016, the news spread via these social media platforms. It should be noted that the Executive Director was responding to an opinion piece by Professor Denis Saint-Martin from Université de Montréal, who was discussing the funding of research on fighting corruption. LinkedIn and Twitter also provide KHEOPS with a means of promoting its various activities and the activities in which the members of the team take part.

During the 2016-2017 year, KHEOPS took part in 13 activities and events.

The consortium's 9 months of activity in 2016-2017 were an opportunity for KHEOPS to lay the foundation for its future communication activities. It should be emphasized that, during this first fiscal year, the communication plan was implemented in keeping with the creation and establishment of the consortium. The KHEOPS team intends to invest more in the coming year in the visibility and outreach of KHEOPS and its community. For example, KHEOPS will be officially in-

augurated in September 2017 in the wake of its first Annual General Meeting, with a ceremony held to mark the occasion.

EVENTS AND ACTIVITIES

2016

August 6

Academy of Management 2016 Annual Meeting Anaheim (USA)

Organized a professional development workshop – “Organizational Project Management: Crafting an Organizational View of Project Management”.

Organizer: Shankar Sankaran, University of Technology Sydney

Facilitator: Nathalie Drouin, KHEOPS

Guest speaker: Stewart Clegg, University of Technology Sydney.

Speakers: Monique Aubry, UQAM, Kam Jugdev, Athabasca University, Martina Huemann, Webster University, Kim Van Oorschot, BI Norwegian Business School, Nathalie Drouin, KHEOPS

Moderator: Catherine P. Killen, University of Technology Sydney.

September 13

Les Affaires Conference - Infrastructures et Grands Projets Montréal (Canada)

Presentation – “Le recours aux nouvelles technologies environnementales dans les grands projets d'infrastructures” by Lévi Sokou, VP-Transport, Groupe ABS; Abdesadek Chtaini, Director of Research and Innovation, Groupe ABS; Nathalie Drouin, KHEOPS.

September 19

AQTr summit - Sommet de la rentrée: Les grands projets en transport Montréal (Canada)

KHEOPS was a Bronze Partner.

KHEOPS shared a booth with UQAM's In.SITU research chair

Presentation – “Les partenaires de l'événement” by Nathalie Drouin, KHEOPS.

September 30

Mosaïc HEC Montréal seminar: Transitions environnementales et stratégies de changement Montréal (Canada)

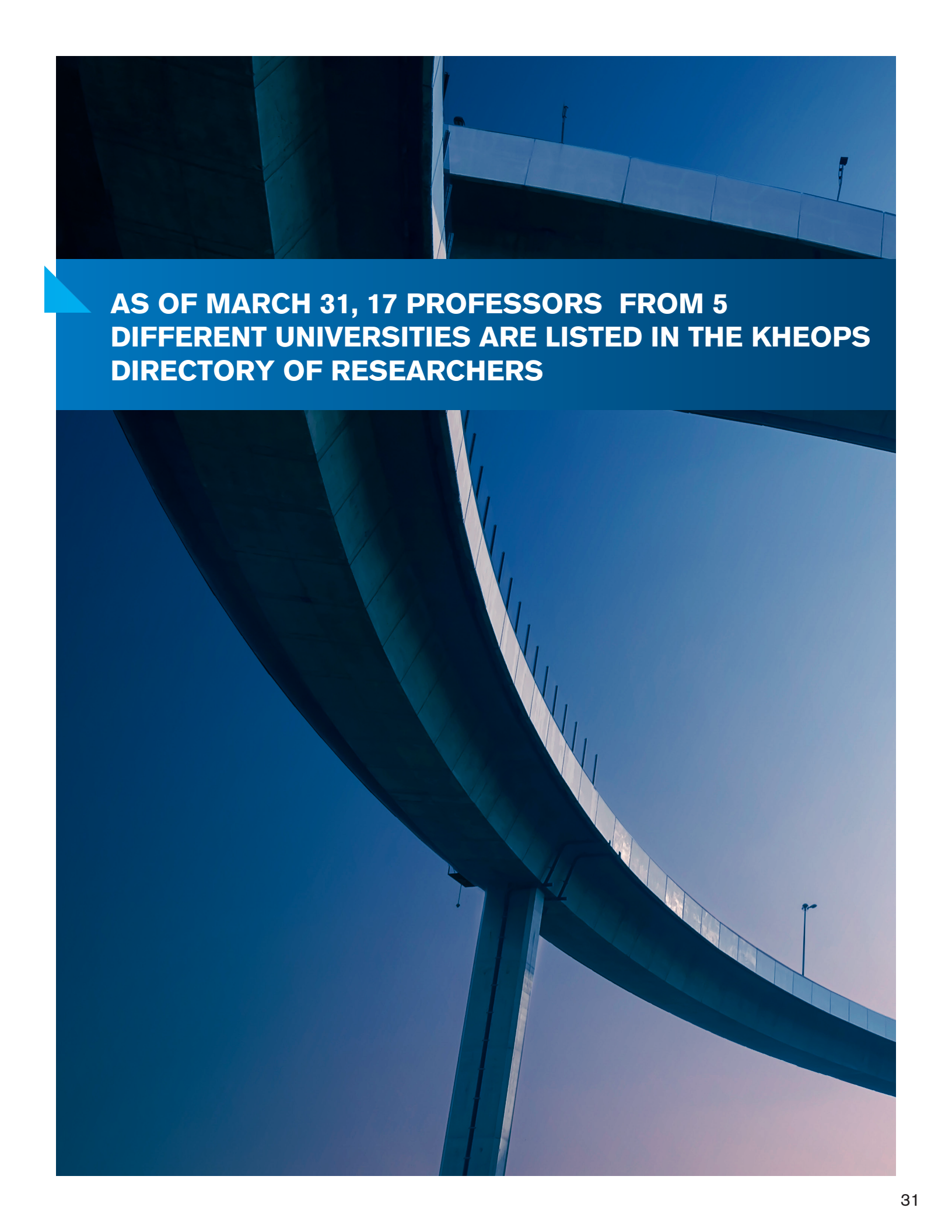
Took part in seminar presented by Olivier Dupouët, KEDGE Business School.

October 3

CORIM - Canada-Suisse: Partenaires pour relever les défis communs Montréal (Canada)

Took part in conference by Doris Leuthard, Vice-President of the Swiss Government, Federal Councillor and Head of the Federal Department of the Environment, Transport, Energy and Communications (DETEC)

October 4	<p>Private PwC event - Le marché des technologies vertes au Québec Montréal (Canada)</p> <p>Two panels with representatives from the Swiss Economic Delegation, the Swiss Business Hub Canada, ABB, CDPO, Stadler Rail and Meyer Burger, led by Nathalie Drouin, KHEOPS.</p>
October 7	<p>CIRIEC-Canada seminar - La transition écologique au Québec: simple discours ou réelle transformation? Montréal (Canada)</p> <p>Took part in seminar presented by René Audet, UQAM.</p>
Novembre 21	<p>Corporation of Professional Librarians of Québec – Day of discussion on the management of research data Montréal (Canada)</p> <p>Took part in the conference.</p>
Novembre 22	<p>Institut national de santé publique du Québec - Journées annuelles de santé publique 2016 Montréal (Canada)</p> <p>Took part in an Ideas Laboratory- “L'évaluation d'impact sur la santé, un vecteur de collaboration entre le milieu municipal et la santé publique”.</p>
Novembre 28	<p>Invitational co-development workshop, Ministry of Economy, Science and Innovation in association with the Réseau québécois en Innovation sociale – Innover + socialement Montréal (Canada)</p> <p>Took part in co-creation exercises to contribute to the development of the next Québec Research and Innovation Strategy (SQRI).</p>
2017	
February 21	<p>CIRANO invitational seminar – La pratique financière des Contrats de Régulation Économique : cas des aéroports français Montréal (Canada)</p> <p>Took part in seminar presented by Dominique Jacquet, CIRANO Guest Fellow.</p>
February 27	<p>The PMI India Research and Academic Conference New Delhi (India)</p> <p>Invitational workshop – “Mega Project Workshop in New Delhi”.</p> <p>Guest speakers: Shankar Sankaran, University of Technology Sydney; Nathalie Drouin, KHEOPS; Alfons van Marrewijk, Business Anthropology, VU University Amsterdam.</p>
March 27-28	<p>Invitational open innovation workshop - Réseau Québec Maritime Rimouski (Canada)</p> <p>Took part in a workshop on information sharing and intersectoral collaboration and the integration of circular economy principles.</p>



**AS OF MARCH 31, 17 PROFESSORS FROM 5
DIFFERENT UNIVERSITIES ARE LISTED IN THE KHEOPS
DIRECTORY OF RESEARCHERS**



The KHEOPS web-
site in numbers
Launched in August 2016

In 7 months:

1,798
Visits

7,043
Page views



@KHEOPS_research

79
Followers

232
Tweets & Retweets

66
Likes

PARTNERS

As of March 31, 2017, KHEOPS has seven partners and collaborators. We would like to thank them warmly for their support.

Founding Members



Fonds de recherche – Nature et technologies
Fonds de recherche – Santé
Fonds de recherche – Société et culture



Major Partner



Caisse de dépôt et placement
du Québec

Scientific Partner



Centre interuniversitaire de recherche en analyse des organisations

Associate Partner



Collaborator





www.kheops.ca