

A night-time photograph of the Calgary City Hall clock tower, illuminated with warm yellow lights. The tower has two large clock faces. In the foreground, there are blurred light trails from cars in motion, showing red, green, and white streaks. The sky is dark.

Overview of the Corporate Project Management Framework and its Quality Assurance Process, Audit Committee Report AC2021-0968

2021 June 21



Background

The Corporate Project Management Framework (the CPMF) is comprised of an Administrative Policy, The City of Calgary Project Management Practices Guide and specific Standards for the practice of Project Management at The City.

The CPMF was established, and continually improves, in response to audits and Notices of Motion regarding the practice of project management, including:

- Audit Committee report AC2011-54, “16th Avenue North Urban Corridor”;
- Audit Committee report AC2011-60, “Fire Department Facilities Construction”;
- Notice of Motion NM2011-33, “Improvements to the Project Management Process”;
- An amendment to LPT2011-99, “West LRT – Project Update and Completion Plan”;
- AC2014-0734 “Flood Recovery Expenditure Audit” to “develop corporate project management guidelines specific to disaster events” with the Calgary Emergency Management Agency (CEMA); and,
- A Council “Green Sheet” regarding Project Management on City Projects, C2015-0484.

Key Points

The CPMF was completed as of 2015 February 02 and fully aligns to industry best practices: The Project Management Institute.

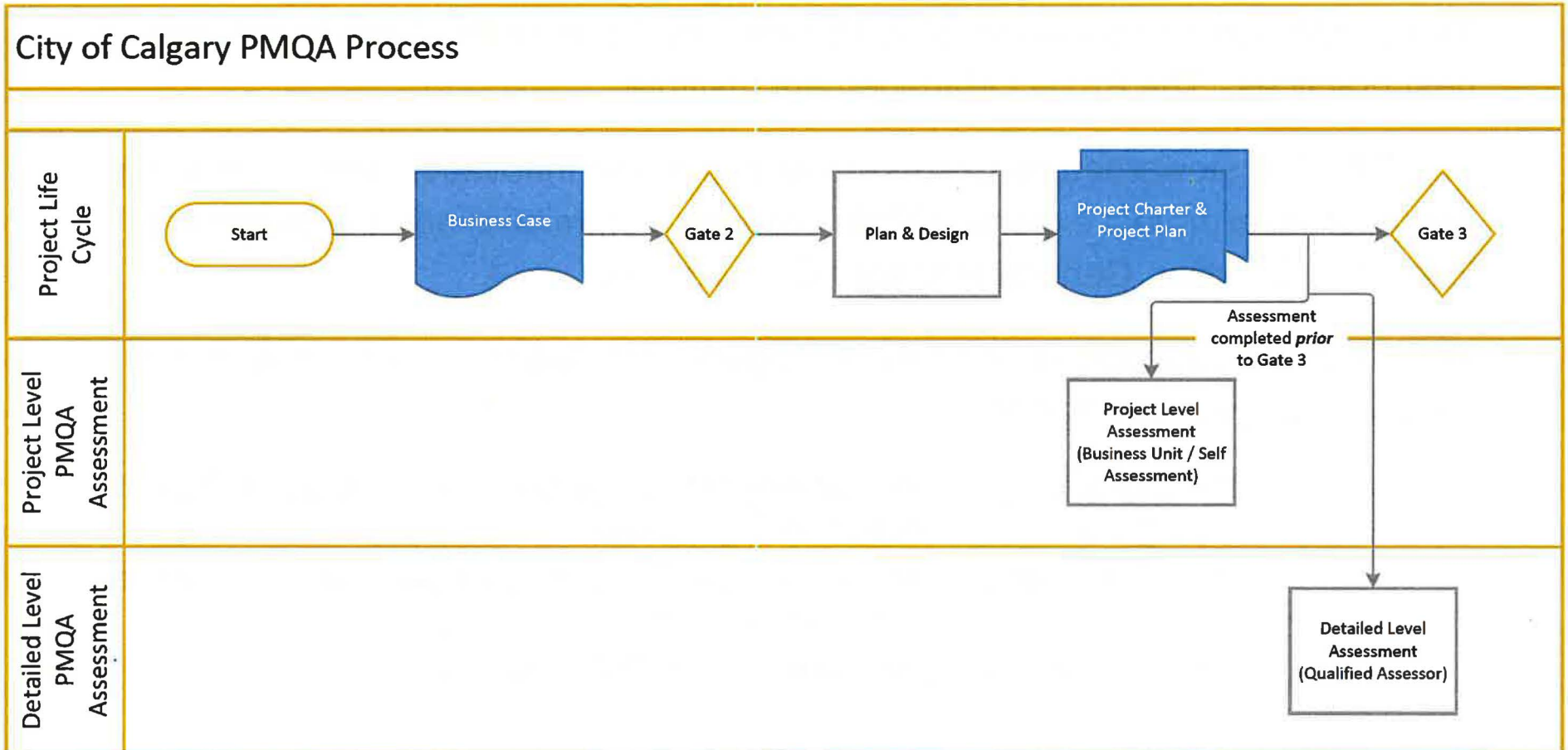
The CPMF is stewarded by Corporate Analytics and Innovation and governed by Manager-level project experts (CPMF Steering Committee) and the program's Executive Sponsor, General Manager Chris Arthurs.

The CPMF has supported The City of Calgary's reputation as being a leader in municipal project management:

- The City of Calgary won the Project Management Institute's "2014 Project Management Excellence in an Organization".
- The CPMF has been shared with the Cities of Vancouver, Ottawa, Gatineau and New York to establish similar programs.
- The CPMF is publicly available on the CityOnline website.



The Project Management Quality Assurance Process (PMQA)



Why is this Important?

While the formal program deliverables are complete, The Corporation recognizes the need to sustain and continually improve the practice of project management:

- Qualified assessors and/or City staff perform Project Management Quality Assurance checks every year, since 2014, to identify opportunities for improvement;
- PMQA results are presented to senior management to guide continuous improvement of the practice.
- The CPMF Standards have been incorporated into other policy and practices, including our engineering Professional Practice Management Plan;
- The City's project management community of practice totals approximately 1,500 experts, including internal staff, senior management and external stakeholders;

Next Steps

Improvement of project management maturity is an evolutionary journey that requires a careful and thorough approach.

Administration accepts the findings of the Specified Procedures Report and is continually improving project management practices.



Administration's Recommendation

That the Audit Committee recommend that Council receive this report and attachment for the Corporate Record.

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ITEM: 7.9 Ac2021-1005
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