

## Corporate Project Management Framework Highlights

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 highlights listed below are aligned with CPMF key results and objectives including:

- Address The City Auditor's recommendations relating to project management;
- Align with Corporate policies and practices as they relate to project management; and
- Utilize an approach focused on engagement, collaboration and communication.

<b>CPMF Overview by Phase</b>
<p>Phase 1 – 2013 February – Laying the Foundation – establishing a solid foundation for proactive project management at The City.</p> <ul style="list-style-type: none"> <li>• Project Management Policy (Project Management Policy for Capital Projects) – policy approved</li> <li>• Project Management Practices Guide – guide updated and aligned with framework</li> <li>• Standards and Guidance: <ul style="list-style-type: none"> <li>• Business Case – support for project prioritization and selection;</li> <li>• Estimating &amp; Contingency – develop estimating and contingency methodologies;</li> <li>• Project Charter – develop a standard project charter that outlines the essence of a project;</li> <li>• Project Plan – provides an approach and framework to deliver a project;</li> <li>• Progress Report – communication of project information including management of budget, performance and schedule;</li> <li>• Records and Information Management – support accountability and transparency; and</li> <li>• Project Management Quality Assurance – standardized and consistent process for performing PMQA assessments.</li> </ul> </li> </ul>
<p>Phase 2 – 2014 April – Building Upon Foundation – enhancing sponsorship, risk and change management.</p> <ul style="list-style-type: none"> <li>• Stage Gating Analysis and Report – research report and recommendation</li> <li>• Project Dashboard – pilot project</li> <li>• Contract Strategies – contracting strategy in Project Plan and guidance</li> <li>• Project Management Information System (ProMIS) – architecture proposal for information system</li> <li>• Procurement Guidance Document and Contract Management RACI – guidance</li> <li>• Project Management Quality Assurance – processes and tools</li> <li>• Standards and Guidance: <ul style="list-style-type: none"> <li>• Project Governance and Team Roles and Responsibilities – development of governance structures and defined roles;</li> <li>• Project Change Control – develop a consistent methodology for project change control; and</li> <li>• Risk Management – develop a clear and consistent risk management approach.</li> </ul> </li> </ul>
<p>Phase 3 – 2015 February – Refining Standards – updating standards and transitioning to CPMC operations.</p> <ul style="list-style-type: none"> <li>• Environmental Health and Safety – guidance and updates to existing standards</li> <li>• Value Management – best practices research and updates to existing standards</li> <li>• Project Management Quality Assurance – project assessment and formal report to CMO</li> <li>• Sustainment Project – planning transition of Framework maintenance to CPMC operations</li> <li>• Dashboard Reporting Pilot – online reporting for select capital projects and expansion to include projects from Executive Information Report</li> <li>• Stage Gating Project – research related to project selection (upstream discovery) and pilot project</li> </ul>