

**Green Sheet – Project Management on City Projects**

NM 2015 February 09

RE: Project Management on City Projects

Councillor Keating

Whereas the City of Calgary has dedicated \$520 million over the next ten years to the Green Line transit project, plus an application for additional funding to the Federal government;

AND WHEREAS Council has committed an estimated \$480 million to the Quarry Park, Seton, Great Plains and Rocky Ridge recreation centres from 2015-2019;

AND WHEREAS members of Council desire a better understanding of the economic multipliers of The City's capital construction programs and how to maximize the outcomes of capital investments in the community;

AND WHEREAS The City of Calgary has established the Corporate Project Management Framework as a foundation for project management practice for all capital projects;

AND WHEREAS members of Council are interested in understanding how The City of Calgary could further enhance project management capabilities, the quality of project outputs and outcomes, efficiencies of capital construction and augment current capacity without additional internal staff;

NOW THEREFORE BE IT RESOLVED that the City Manager present a report to Council exploring alternatives and a business case for further centralization of City of Calgary capital construction projects no later than May 2015;

AND FURTHER BE IT RESOLVED that the City Manager report to Council no later than May 2015 on the current project management practices that The City of Calgary uses for capital construction and present alternatives and a business case that outlines how The City can further enhance project management capabilities;

AND FURTHER BE IT RESOLVED that the alternatives and business case should include, but not be limited to:

- a) Exploration of opportunities to better leverage 3<sup>rd</sup> party project management consultants,
- b) The application of innovative quality and project management approaches, including value management and stage gating,
- c) The identification of ways to better capture capital construction project savings and increase project efficiency,
- d) Analysis on how The City could better demonstrate economic benefit and the multipliers of all construction projects,
- e) Options to reduce capital construction project delivery timelines.