

Wave 1 - Foundation					
Associated Project ID	Project Name	What we did	What we are doing	What we are going to do	
1.0	Corporate and Program / Project Governance				
1.1.1	Capital project governance	Program Steering Committee	Adjust Terms of Reference as required	Oversee PM Framework	
1.1.3, 3.1.2	Project change control	Solution created	Implement	Sustain	
1.3.3	Project management quality assurance program	Solution completed	Implement	Implement and sustain	
2.0	Capital Project Identification, Evaluation and Selection				
3.1.1	Standardize project estimating methodology (include Contingency)	Solution completed with Contingency as part of scope	Implement	Sustain	
2.1.2, 2.1.3, 2.2.1	Project scoping, prioritization and selection	Business Case standard	Hold project depending on resource demands for other projects	Solution and implementation	
2.1.1	Business case standards	Solution completed	Implement	Sustain	
3.0	Capital Project Management				
3.2.3	Policy	Solution implemented		Compliance to Policy - Monitor	
3.2.4	City of Calgary PM Practices	Solution completed and implemented	Sustain	Sustain	
3.3.1	Lessons learned from West LRT	Solution completed	Initial Solution completed	Define approach to standardizing 'lessons learned'	
4.2.2	Records information management	Solution completed and implemented	Sustain	Sustain	
3.2.1	Contract management	Solution completed	Implement and Sustain	Sustain	
3.3.2	Integrated Project Management System (ProMIS)	Solution analyzed	Steering Committee approval of charter	Analyze, develop business case for solution(s), implement based on approval	
4.1.5, 4.3.1	Project management hub for all PM's	Initial solution completed	Develop charter/plan	Implement	
2.1.4	Project charter and project planning	Solution completed	Implement	Sustain	
4.0	Capital Project Reporting				
4.1.1	Project progress reporting	Solution completed and implemented	Sustain	Sustain	
4.2.1	Project dashboard	Solution completed	Implemented Pilot	Reporting to ALT to determine direction and address various	
4.1.4	Project cost coding	Solution analyzed	Input to PeopleSoft Project Costing	Input to PeopleSoft Project Costing	

Wave 2 - Value Creation		<i>What we did</i>	<i>What we are doing</i>	<i>What we are going to do</i>
Associated Project ID	Project Name	May - Feb 2013	Feb 2013 - Feb 2014	Feb - Sept 2014
1.0	Corporate and Program / Project Governance			
1.2.1	Standardize a project risk management process	Charter / plan	Solution development	Implement and sustain
1.3.2	Standardize a common/consistent Stage Gating Methodology	Charter / plan	Research and recommendation developed	Pilot Stage Gating to develop a standard process
1.1.2	Standardize common project governance models and guidance	Charter / plan	Solution development	Implement and sustain
1.1	Implement support for Contracting Strategies - Includes; 1. Selecting best contract model based on risk 2. Refining types of contracts that the organization will support 3. Standardizing the contract types by including industry associations	Charter / plan	Guidance document developed. Section 9 of Project Plan Standard requires information regarding the contracting strategy and project procurement be provided	Implement and sustain
New	Review of engagement and communication practices and standards	Scheduled for Wave 2	Review with SC to schedule a Charter/Plan	Part of CPMC Communications and Stakeholder engagement activities
2.0	Project initiation and planning			
2.1.5	Define project team roles and responsibilities	Charter / plan	Solution development	Implement and sustain
New	Upstream planning for projects	Charter - integrated as part of Stage Gating	Part of Stage Gating initiative	Part of Stage Gating initiative
3.0	Project Management			
3.1.2	Further define contingency and include in Council orientation	Scheduled for Wave 2	Hold depending on resource demands	Hold depending on resource demands
3.3.2a	Perform a project management and capital cost control system assessment and system integration	Scheduled for Wave 2	Align with Peoplesoft Project Costing module timing and plan	Align with Peoplesoft Project Costing module timing and plan
3.1.3	Standardize a common / consistent project estimate update and rolling wave budgeting methodology	Scheduled for Wave 2	Hold depending on resource demands	Hold depending on resource demands
4.0	Communications and Reporting			
4.1.3	Standardize a common / consistent cashflow forecast process	Scheduled for Wave 2	Align with Peoplesoft Project Costing module timing and plan	Align with Peoplesoft Project Costing module timing and plan
4.1.2	Develop a common / consistent project scheduling methodology	Scheduled for Wave 2	Charter/Plan as part of ProMIS (Systems solutions to support the Framework)	Solution and Implement
4.1.5	Develop a common project management glossary	Scheduled for Wave 2	Part of PM Hub 4.3.1 - see Wave 1	Solution and Implement

Wave 3 (Previously Phase 3) - Sustainment		<i>What we did</i>	<i>What we are doing</i>	<i>What we are going to do</i>
Associated Project ID	Project Name	May - Feb 2013	Feb 2013 - Feb 2014	Feb - Sept 2014
1.0	Corporate and Program / Project Governance			
1.3.1	Develop a Continuous Project Management Improvement Plan	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Solution as part of CPMF Sustainment
3.0	Project Management			
3.1.4	Further integrate EH&S standards into project activities	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Solution and Implement
3.3.9	Orientation of Council on PM Framework processes and standards	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Part of CPMC Communications and Stakeholder engagement activities
3.3.4	Implement a selection and recruitment strategy related to project management	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Removed from CPMF Scope
3.3.5	Implement a learning and development program related to project management	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Solution and Implement
3.3.6	Implement a career development path related to project management	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Removed from CPMF Scope
3.3.7	Implement a performance management strategy related to project management	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Removed from CPMF Scope
3.3.8	Define a succession planning strategy related to project management	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Removed from CPMF Scope
3.2.2	Standardize a common/consistent value analysis methodology for projects	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Solution and Implement
3.3.3	Assess the need for a project team time management process	Scheduled for Wave 3	Review with SC to schedule a Charter/Plan	Removed from CPMF Scope