

16 Avenue North Urban Corridor Project Audit 2011 June 27 and Calgary Fire Department Facilities Construction 2011 Sept. 12

This is a list of audit recommendations targeted to the City Manager, Information & Infrastructure Services and the Corporate Project Management Center from the above named audits. The response is what has occurred as of February 2014 and what is underway to address the recommendations.

In addition the motion from Council from September 12, 2011 directed;

WHEREAS the Audit Committee report on the 16th Avenue Urban Corridor project identified gaps in the project management processes in the City of Calgary;

AND WHEREAS there have been challenges across multiple City Departments, from transportation to parks, with delivering capital projects on time and on budget, leading to the inconvenience of the public

AND WHEREAS delays and cost overruns could be alleviated with proper project management processes, including stakeholder identification, upfront community consultation and change order and risk management;

AND WHEREAS the application of project management processes and the use of The City's project management team differ from department to department, project to project;

NOW THEREFORE BE IT RESOLVED that City Council direct the City Manager to report on steps taken to improve the corporate project management model and report to Council through the Standing Policy Committee of Finance and Corporate Services by the first quarter of 2012.

In relation to the motion to the 16 Avenue North Urban Corridor Project Audit June 27, 2011

"It is noted that in relation to the audit Transportation Infrastructure did quickly enhance the expectations, processes and procedures for project chartering, project planning, risk management and progress reporting, as well as evolution of a web based information tool for project managers known as "Tikipedia".

16 Avenue North Urban Corridor Project Audit June 27, 2011 Recommendation	Response: Corporate Project Management Framework Action
The City Manager develop and implement a mandatory project management methodology for capital construction projects. The methodology should include but not be limited to:	The methodology
• A requirement for a business case setting out why (in quantifiable terms) the project is required, and showing why the option pursued is the best option for The City to resolve the issue. The business case should include measurable project objectives that can be measured at project close to determine the success of the project.	• Wave 1 - Business Case standard implemented that meets requirements
• A comprehensive planning process, including a requirement to detail timelines and budget at an appropriate scale for the project, identify dependencies, critical path items and contingencies, develop and communicate roles and responsibilities, and to set a series of formal project checkpoints with required deliverables. Any inspection processes required to complete projects must be included in the plan, as well as quality activities required to ensure that the completed project is fit for purpose.	• Wave 1 - Charter and Plan standard implemented (includes engage! as part of the standard) • Wave 2 – A research project on stage gating – a process of formal project check-points for high risk projects – was undertaken on behalf of the Steering Committee. The report proposed a potential model for stage gating at The City.
• A proactive risk management process covering the whole project lifecycle, including the creation of a formal risk register which is updated throughout the project lifespan, and documentation of mitigating actions, monitoring of actions and the results/decisions.	• Wave 2 – Project Risk Management Standard implemented
• A system of regular reporting to management on progress against the original approved timelines/budget/scope/quality and checkpoints, reasons for any variances, a review of risks and mitigating actions, and summary of issues (affecting time, budget and quality/scope) that arose. Meetings to discuss the reports, including actions arising, should be documented to ensure that issue resolution can be tracked.	• Wave 1 - Progress Report standard implemented • Project Management Quality Assurance processes, tools and reporting under development and to be deployed in 2014
• Appropriate tools and techniques should be developed to support the methodology, including an evaluation of financial systems available to support the project manager to record project	• Project Management Information Systems (ProMIS) – architecture has been developed and approved for tools to aid project management

commitments, track expenditure and variances etc.	• Reporting Dashboard – completed concept development and pilot in 2013, with rollout to ALT planned for 2014 • PeopleSoft Project Costing – continued engagement with BU representatives and CPMF Steering Committee
Calgary Fire Department Facilities Construction Sept 12, 2011 Recommendation	
To ensure a consistent approach across The City, the Director Infrastructure & Information Services develop and implement a City capital cost estimating template/tool based on best practice.	• Wave 1 - Estimating and Contingency standard implemented • Wave 2 - Project Change Control implemented. Standard specifies that contingency cannot be used for scope changes
The Director, Infrastructure & Information Services improve project management processes for capital projects funded by multiple Departments by:	
• Defining project managers' roles and responsibilities; and	• Project Manager competency profile created in 2011 • Wave 2 - Project Governance and Team Roles and Responsibilities Standard implemented
• Ensuring capital budgets are aligned with project accountability.	• Wave 1 - Business case standard implemented; requires all capital projects must have a business case and all projects being submitted for budget approval must have a business case • Wave 1 - Charter and Plan standard implemented; business case must be available to support the charter and the charter defines success and plan contains a budget and risks in achieving success • Wave 1 - Progress Reporting implemented as a standard; ongoing tracking of deliverables to plan and costs to budget • Wave 1 - Records Information Management standard implemented • Wave 2 - Project Governance and Team Roles and Responsibilities Standard implemented • Wave 2 - Project Change Control standard implemented; all project changes must be recorded and approved • Project Management Quality Assurance standard – ongoing development of tools and processes to measure alignment with CPMF Standards • Reporting Dashboard pilot completed in 2013 – rolled out to ALT in early 2014