



**Calgary**

City Auditor's Office

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# Public Spaces Delivery - Parks & Open Spaces Capital Project Management Audit

## Why we did this

- Public Spaces Delivery is a business unit under the Infrastructure Services (IS) department engaged in project management and delivery.
- The objective of the audit was to assess the effectiveness of the capital project management and delivery processes.
- This audit focused on Level 2 projects that represent a high proportion of Public Spaces Delivery project management activity (\$25 million allocated budget between 2020–2023).

## What we concluded

- Overall, we determined the capital project management and delivery processes were partially effective in two sample Parks and Open Spaces projects. Specifically, we found:
- The mandated elements of the Corporate Project Management Framework (CPMF) were not fully utilized.
- There is an opportunity to utilize the CPMF-recommended (non-mandated) best practices to add value to the project management processes.

## Why it matters

- Effective capital project management and delivery processes are important given the materiality of the dollar value involved and the significance of public interest.