

DATE OF MEETING October 10, 2018

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**SUBJECT PROJECT MANAGEMENT FRAMEWORK AND POLICY**

## **OVERVIEW**

### **Purpose of Report**

To inform the Public Works & Engineering (PWE) Committee about the Project Management Framework and Capital Project Management Policy and to seek endorsement.

### **Recommendation**

That the Public Works and Engineering Committee endorse the Project Management Framework and Capital Project Management Policy and recommend that Council adopt the Policy.

## **BACKGROUND**

As part of the Core Services Review, one of the recommendations was for the City to adopt a Capital Project Management Policy. The purpose of such a policy would be to improve capital construction project outcomes, in particular, on high value and high risk projects.

The City engaged the consulting firm, Capex Project Advisory to develop both a project management framework and assist Staff in the development of a draft policy to establish best practices and ensure a consistent approach to project management.

The Capital Project Management Policy will establish the requirement for projects to be completed in accordance with the Project Management Framework, which is a living document and sets minimum standards for project management. A final draft of both the Project Management Framework and the Capital Project Management Policy is complete.

## **OPTIONS**

1. That the Public Works and Engineering Committee endorse the Project Management Framework and Capital Project Management Policy and recommend that Council adopt the policy.
  - **Budget Implication:** Although following the framework will provide a level of consistency and assurance of appropriate project management standards, it will reduce efficiency and add cost to projects. The greatest impact will be to larger or “special” projects that in most cases should have a higher standard of care. Staff have worked closely with the consultant to develop project classifications that should produce the greatest benefit with the least cost.

2. That the Public Works and Engineering Committee recommend changes to the Capital Projects Policy and or
3. That the Public Works and Engineering Committee decline to endorse the Capital Projects Policy and Project Management Framework.

#### **SUMMARY POINTS**

- A Capital Project Management Policy will provide assurance to Council and the Public that projects are being managed in an effective and consistent way.
- The cost of projects is expected to rise as a result of this policy; however, the benefits such as consistency and reliability will improve.

#### **ATTACHMENTS**

Attachment A - Project Management Framework, Revision A, October 2019

Attachment B - Capital Project Management Policy 01-0340-XX

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