



## ADMINISTRATION POLICY:

### **Project Management Policy for Capital Projects**

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**Policy Number:** GN-036 (C)  
**ALT Report:** ALT2016-0010  
**Approved By:** Administration Leadership Team  
**Effective Date:** 2016/06/21  
**Next Revision Due:** 2021/06/21  
**Department / BU:** Deputy City Manager's Office /  
Corporate Analytics & Innovation

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#### **BACKGROUND**

The Corporation of The City of Calgary ("The City") is a Capital Project and service intensive organization. As such, The City is committed to the efficient and effective project management of Capital Projects.

#### **PURPOSE**

The purpose of this policy is to provide a consistent approach regarding project management of Capital Projects.

#### **DEFINITIONS**

1. **Capital Project** – A Capital Project meets the definition of a Project, is funded through capital funds (Fund 40), and meets at least **ONE** of the following requirements:
  - a. It is the creation of new assets, often referred to as infrastructure, as well as the expansion, renovation and betterment of existing assets or infrastructure.OR
  - b. It is application or development phase costs for software or website development with a useful life of more than one year.
  
2. **Corporate Project Management Centre (CPMC)** – The CPMC is the group responsible for developing, stewarding and supporting corporate excellence in project management. The CPMC adheres to "The City of Calgary Project Management Practices" through the oversight and coordination of the practices, standards, guidance, and provision of project management support services.

3. **Project** – A project is a temporary (a defined beginning and end in time) undertaking to produce a unique product, service or result; which consists of a sequence of events comprised of defined outcomes/deliverables in line with a defined schedule, budget and quality constraints.
4. **Project Manager** – The project manager (any individual in the role of managing a project) is the person accountable and responsible for project leadership, key results, deliverables and administration on a day-to-day basis.
5. **Project Sponsor** – The project sponsor provides strategic guidance and defines, promotes and supports the key results of the project. The project sponsor has overall accountability for the initiative, including the securing of financial resources.

## **POLICY STATEMENTS**

### **1.0. Scope/Exceptions**

#### **1.1. Scope**

This policy, along with related standards and practices, applies to:

- 1.1.1 Capital Projects where The City of Calgary is responsible for the initiation, planning, executing, monitoring and controlling, and closing of the project and associated deliverables and outcomes.
- 1.1.2 Capital Projects that have been defined and approved in The City's capital plan.

#### **1.2 Exceptions**

- 1.2.1 Annual lifecycle, maintenance or operational programs using capital funds that do not meet the definition of a Project.

## **2 Consequences of Non-Compliance**

Failure to adhere to this Administration policy may result in:

- 2.1 Possible delays in completion of City projects, increased capital expenditures or reduction of project quality,
  - 2.2 Negative impacts on environment, health and safety for the public or City employees,
- OR
- 2.3 Loss of reputation to The City of Calgary and loss of stakeholder (i.e. Council, citizens, employees) trust and support,

which may result in disciplinary action against the individual.

## **3 General Policy Statements**

- 3.1 The City shall adhere to sound project management practices appropriate to the level of risk and complexity associated with Capital Projects.

- 3.1.1. Capital Projects are required to incorporate recognized and consistent project management processes.

- 3.2. It is required that all Capital Projects must:

- 3.2.1. Abide by “The City of Calgary Project Management Practices” available from the Corporate Project Management Centre.

- 3.2.2. Apply this policy in conjunction with other Council and Administration policies and standards that are specific to The City or a division, business unit, or department. This includes, but is not limited to, policies and standards related to public engagement, issue management, risk management, health and safety procurement, and sustainability.

## **4 Responsibilities**

- 4.1 The Business Unit Director is responsible for ensuring resources are in place to demonstrate alignment and compliance with “The City of Calgary Project Management Practices”.
- 4.2 The Project Manager is responsible for appropriate application and compliance with “The City of Calgary Project Management Practices”.
- 4.3 The Project Sponsor is accountable for ensuring that the Project Manager adheres to the Project Management Policy for Capital Projects and “The City of Calgary Project Management Practices”.
- 4.4 The CPMC is responsible for developing, stewarding and supporting of “The City of Calgary Project Management Practices”. Specific responsibilities shall include:
  - 4.4.1 Facilitation and chair of a governance committee comprised of appropriate senior staff representation from each business unit responsible for Capital Projects and the City Manager’s Office to ensure effective collaboration, coordination and alignment of corporate and business unit project management practices, standards, guidance and systems.
  - 4.4.2 Development and delivery of services that promote and facilitate compliance with “The City of Calgary Project Management Practices”.

## SUPPORTING REFERENCES AND RESOURCES

Please note that some of the items listed below may not be publicly available.

### References to related corporate-wide procedures, forms and resources

- [Corporate Project Management Centre](#) intranet website where employees can find:
  - The City of Calgary Project Management Practices
  - The City of Calgary Project Management Framework

### References to related [Council policies](#), bylaws and [administration policies](#)

- None

## REVISION HISTORY

Review Date	Description
2012 / 05 / 01	New Policy
2015 / 06 / 02	Revised Policy
2016 / 06 / 21	Revised Policy